



Please ask for: Matt Berry
Extension No: 4589
E-Mail: mattberry@cannockchasedc.gov.uk

3 November 2021

Dear Councillor,

Cabinet

6:00pm on Thursday 11 November 2021

Meeting to be held in the Council Chamber, Civic Centre, Cannock

You are invited to attend this meeting for consideration of the matters itemised in the following Agenda.

Yours sincerely,

T. Clegg
Chief Executive

To: Councillors:

Lyons, Mrs. O.	Leader of the Council
Jones, B.	Deputy Leader of the Council and Neighbourhood Safety & Partnerships Portfolio Leader
Jones, Mrs. V.	Community Engagement, Health & Wellbeing Portfolio Leader
Sutherland, M.	District Development Portfolio Leader
Johnson, J.P.	Environment & Climate Change Portfolio Leader
Fitzgerald, Mrs. A.A.	Housing, Heritage & Leisure Portfolio Leader
Hewitt, P.M.	Innovation and High Streets Portfolio Leader

Agenda

Part 1

- 1. Apologies**
- 2. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members**

To declare any personal, pecuniary, or disclosable pecuniary interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.
- 3. Updates from Portfolio Leaders**

To receive and consider oral updates (if any), from the Leader of the Council, the Deputy Leader, and Portfolio Leaders.
- 4. Minutes**

To approve the Minutes of the Meeting held on 14 October 2021 (enclosed).
- 5. Forward Plan**

Forward Plan of Decisions to be taken by the Cabinet: November 2021 to January 2022 (Item 5.1 – 5.2).
- 6. Quarter 2 Performance Report 2021/22**

Report of the Head of Governance and Corporate Services (Item 6.1 – 6.60).
- 7. Strategic Risk Register**

Report of the Head of Governance and Corporate Services (Item 7.1 – 7.26).
- 8. 2020/21 Infrastructure Funding Statement**

Report of the Head of Economic Prosperity (Item 8.1 – 8.24).
- 9. Voluntary Sector Community Support**

Report of the Head of Housing and Partnerships (Item 9.1 – 9.5)
- 10. Energy Company Obligation: Flexible Eligibility**

Report of the Head of Environment and Healthy Lifestyles (Item 10.1 – 10.8).
- 11. Supporting the ‘Local Cultural Place Makers, Global Change Makers’ Programme**

Report of the Head of Environment and Healthy Lifestyles (Item 11.1 – 11.13).
- 12. Free Car Parking on Saturdays in December Before Christmas**

(Item 12.1 - 12.2).

Cannock Chase Council
Minutes of the Meeting of the
Cabinet

Held on Thursday 14 October 2021 at 6:00 p.m.

In the Council Chamber, Civic Centre, Cannock

Part 1

Present:

Councillors:

Lyons, Mrs. O.	Leader of the Council
Jones, B.	Deputy Leader of the Council and Neighbourhood Safety & Partnerships Portfolio Leader
Sutherland, M.	District Development Portfolio Leader
Johnson, J.P.	Environment & Climate Change Portfolio Leader
Fitzgerald, Mrs. A.A.	Housing, Heritage & Leisure Portfolio Leader

40. Apologies

Apologies were received for Councillors P.M. Hewitt, Innovation & High Street Portfolio Leader and Mrs. V. Jones, Community Engagement, Health & Wellbeing Portfolio Leader.

41. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members

No other Declarations of Interest were made in addition to those already confirmed by Members in the Register of Members' Interests.

42. Updates from Portfolio Leaders

(i) Leader of the Council

The Leader updated in respect of the following:

- **Government Cabinet Reshuffle**

Following the recent Government Cabinet reshuffle, the Leader and the Innovation and High Streets Portfolio Leader wrote to the Rt. Hon. Michael Gove MP, Secretary of State for Levelling Up, Housing and Communities. The letter set out this Cabinet's ambitious plan following the change of Council Administration in May and extended an invitation to the Minister to visit the District to discuss the Levelling Up Fund bid and share the Cabinet's narrative.

- **Covid-19 and Vaccination Update**

In the 7 days up to 7 October, Cannock Chase had the highest case rates in Staffordshire, at 611.9 per 100,000 population. This being above the Staffordshire and regional averages and well above the national average. The majority of cases were in 2 age groups, 5 to 10 years old and 11 to 18 years old.

Schools were the highest risk settings, although numbers were falling as effective controls were being put in place.

Vaccinations had now commenced in schools, along with the booster programme.

(ii) **Community Engagement, Health & Wellbeing**

The Leader of the Council updated in respect of the following on behalf of the Portfolio Leader:

- **Consultation on 'Improving Emergency and Urgent Care Services in Staffordshire' by We're Better Together**

This update followed our continued lobbying for the Minor Injuries Unit at Cannock Hospital to reopen.

The consultation began back in 2019 but was paused due to the Covid-19 pandemic. Engagement events to seek public views had now commenced and all Councillors were made aware. One event was held last night and two held last week.

The online survey was live on the 'We're Better Together' website and would remain open until 31 October.

It was crucial that all Members took part, and where possible, residents be encouraged to complete the survey as feedback would be used to inform any proposals for future services.

(iii) **District Development**

The Portfolio Leader updated in respect of the following:

- **Opening of Digital Skills Centre**

On Monday 20 September, the Portfolio Leader, along with the Leader of the Council and the Head of Economic Prosperity, attended the opening of the new Digital Skills Centre at the Cannock campus of South Staffordshire College. This impressive new skills centre was one of 2 set up in Staffordshire, so the Council was delighted that we had this important new education skills facility on our doorstep.

The purpose of the Centre was to provide our local people with access to a range of courses designed to boost digital skills. Courses ranged from basic essential skills to higher level specialist courses, including:

- Learning how to do online banking, maintaining a secure computer, and backing up your phone; and
- Helping individuals into higher paid, skills employment, such as digital marketing, digital design, data, and networking.

- **Staffordshire Means Back to Business**

Cannock Chase was doing well in terms of delivery of the apprenticeships and the nil-cost training programme. It was pleasing to report that specifically within Cannock Chase, take up on apprenticeships was encouraging.

Across all boroughs and districts in Staffordshire the total number of apprentices from approved applications was currently 175 so far. Of that number, Cannock Chase currently accounted for 50 approved applications. Overall, the District had the highest number of approved applications across all of Staffordshire.

(iv) Environment & Climate Change

The Portfolio Leader updated in respect of the following:

- **Consultation on New Urban Forest on Bradbury Lane Common Land**

Consultation had started in relation to a new a new urban forest of 4,000 native trees on Bradbury Lane green, Hednesford, adjacent to the 5s Pavilion ATP. It was a fantastic event for which a number of volunteers had signed up to help progress the project.

- **Waste Collection – Rejected Loads**

Since the last Cabinet meeting, it was pleasing to report there had been no further rejected loads, the last one being in mid-August.

(v) Housing, Heritage & Leisure

The Portfolio Leader updated in respect of the following:

- **Green Flag Awards**

In a record-breaking year for the Green Flag Award, with the scheme marking its Silver Jubilee, 6 parks and green spaces in Cannock Chase had retained their awards. They were amongst 2,127 parks and green spaces across the country celebrating success this year. The Award was the international quality mark for parks and green spaces.

The Council would be raising the Green Flag Award at Cannock Park, Elmore Park, Hednesford Park, Ravenhill Park, Stile Cop Cemetery and Castle Ring.

After 18 months that had seen our parks and green spaces play a vital role for people through lockdowns as a place to relax, exercise and meet friends and family safely, the news that these sites had achieved the Green Flag Award was testament to the hard work and dedication of the team that made the green space a great space that everyone could enjoy.

Castle Ring had also achieved the much-coveted Green Heritage Site Accreditation, supported by Historic England, for the management of its historic features.

Parks, open spaces, and cemeteries had been opened and maintained since the lockdown began, as the Government quite rightly indicated the importance of parks to people's health and wellbeing.

Thanks were given to all employees that had continued to work throughout the pandemic and to the volunteers who had worked alongside our parks, grounds

maintenance and cemetery staff, as this had clearly contributed to these fantastic Awards being retained by the Council.

(vi) Innovation and High Streets

The Leader of the Council updated in respect of the following on behalf of the Portfolio Leader:

- **‘Welcome Back Fund’**

The Council received £179,245 from the Government through the ‘Welcome Back’ fund and ‘Re-opening High Streets Safely’ fund.

The aim and purpose of the fund was to support businesses and help our high streets to recover. The fund must be allocated and spent by 31 March 2022, due to this, it would be allocated a first-come, first-served basis. All parish and town councils in the District were contacted and asked to submit ideas, and if the national criteria were met, then funding was allocated.

Examples of allocations included:

- Cannock: ‘Music FeAst’ on 25 September which the Portfolio Leader attended, upcoming ‘walk-in’ street event in October, Christmas lights switch on, and the car parking initiative.
- Rugeley: ‘Support Artisan Markets’, upcoming Christmas film showing, pantomime, light displays and parking pilot.
- Hednesford: ‘Yoga in the Park’, entertainers at events, upcoming climbing wall hire in November, shopper bags and ‘Nutcracker Trail’.
- Heath Hayes: bus shelters, hanging baskets, Christmas event, dog mess bag dispenser, and new notice boards.
- Norton Canes: Christmas Fayre that would coincide with a lantern parade, barrier planters and Christmas lights.
- In addition to those individual, localised initiatives, also District-wide schemes such as signs, artwork, bunters, and literature promoting social distancing in public areas, digital display boards promoting Covid-19 messaging, hand sanitising stations, and public safety announcements.

£179,000 had now been allocated and funding for new ideas had been paused, simply to ensure that all spend met the national criteria, was accounted for, and would be refunded.

(vii) Neighbourhood Safety & Partnerships

The Portfolio Leader updated in respect of the following:

- **Police, Fire and Crime Panel**

On 12 October, the Portfolio Leader had the pleasure of attending the Police, Fire and Crime Panel confirmation hearing for the appointments of the new Chief Fire Officer for Staffordshire, Mr Rob Barber, and the Chief Constable for Staffordshire, Mr Chris Noble.

Both individuals gave outstanding presentations and answered all questions of the Panel to its great satisfaction. The Portfolio Leader was confident that both appointees would be a great asset to the safety of the people of Staffordshire.

- **Staffordshire Climate Matters Conference**

This morning, together with the Council's Chief Executive, the Portfolio Leader attended the 'climate matters' conference in Stoke-on-Trent, to present what was being done here in Cannock Chase to address the climate emergency. All other boroughs and districts in Staffordshire, as well as Stoke-on-Trent City Council, presented their actions. It was a very informative conference.

43. Minutes

Resolved:

That the Minutes of the meeting held on 9 September 2021 be approved.

44. Forward Plan

The Forward Plan of Decisions for the period October to December 2021 (Item 5.1 – 5.2) was considered:

Resolved

That the Forward Plan of Decisions for the period October to December 2021 be noted.

45. Destination Staffordshire Partnership

Consideration was given to the Report of the Head of Economic Prosperity (Item 6.1 – 6.17).

Resolved:

That:

- (A) The Council retain its membership of the Destination Management Partnership until at least 31 March 2024. Ahead of this date, a review of the Destination Management Partnership should take place to evaluate the value for money from the service being provided, with the Head of Economic Prosperity providing a further report to Cabinet.
- (B) The request to increase the Council's membership contribution to Destination Staffordshire for 2022-23 and 2023-24 from £3,000 per annum to £15,000 per annum be agreed.
- (C) The cost of the increased financial contribution be met from the existing budget allocated to the 2020-2030 Economic Prosperity Strategy given that the proposal delivered against the Council's aspiration to develop the District as an attractive visitor destination.
- (D) Authority be delegated to the Head of Economic Prosperity, in consultation with the Head of Law & Administration and the District Development Portfolio Leader to enter into any agreements necessary to monitor performance and to agree a set of performance indicators that could be managed and monitored on a regular basis.

Reasons for Recommendations

A direct approach had been made to the Leader of the Council following a review of the Destination Management Partnership by Staffordshire County Council to seek a substantial increase in current subscription fees.

A decision on retaining membership of the Destination Management Partnership was necessary in order to concentrate limited Council resources on delivery and to enable the Council to maximise the potential to develop the District's visitor economy.

46. Statement of Common Ground Between Cannock Chase DC and Solihull MBC

Consideration was given to the Report of the Head of Economic Prosperity (Item 7.1 – 7.15).

Resolved:

That:

- (A) The Statement of Common Ground between Solihull Metropolitan Borough Council and Cannock Chase District Council, as attached at Appendix A to the report be approved, and the Head of Economic Prosperity be authorised to sign the Statement of Common Ground in consultation with the District Development Portfolio Leader.
- (B) The delegation of future Statements of Common Ground related to Local Plan matters to the Head of Economic Prosperity in consultation with the District Development Portfolio Leader be approved.

Reasons for Decisions

Statements of Common Ground (SoCGs) were used to document areas of agreement as well as areas of disagreement where further discussions were needed. Cannock Chase Council would, in the preparation of the new Local Plan, look to secure similar SoCGs. Alternatively, Cannock Chase Council did not need to enter into a SoCG as the Solihull MBC Local Plan Examination would explore the area of strategic cross-boundary collaboration without one as SoCGs with other local authorities were available. The examiner would note the existence of SoCGs and determine the extent of hearings on such matters, prioritising those areas that were contested.

It would be in Cannock Chase Council's interest to enter into SoCGs as it would set out the District's collaboration with neighbouring authorities that would feed into the Council's own Local Plan evidence base. In turn, this would help focus a Local Plan examination and potentially reduce the number of hearing sessions and consequently reduce the time and cost of the examination in public.

47. Car Park Incentive Scheme Update

Consideration was given to the Report of the Head of Economic Prosperity (Item 8.1 – 8.11).

Resolved:

That:

- (A) The Car Park Incentive Scheme pilot be extended up to Christmas 2021 or beyond (for at least a further 3 months), utilising existing additional ARG

(Additional Restrictions Grant) monies received by the Council. As a result, the following amendments be made to the scheme to aid its effectiveness / take up:

- The value of the transaction that a customer needed to make to qualify for a refund be reduced, i.e., a £2 refund based on a £5 transaction.
- The amount of grant funding made available to participating businesses be reduced from £500 to £250.

(B) As a result of decision (A), above:

- (i) The Car Park Incentive Scheme be included in the current Additional Restrictions Grant Policy, and an element of the Additional Restrictions Grant funding be allocated to fund the costs associated with the scheme.
- (ii) Authority be delegated to the Head of Economic Prosperity in consultation with the Innovation and High Streets Portfolio Leader to implement all actions required to deliver the pilot initiative.

Reasons for Decisions

The car park pilot was originally approved by Cabinet to be implemented for a period of 3 months and was funded by the initial Additional Restrictions Grant (ARG) monies awarded to the Council. The trial period ended on 21 September 2021. A review of how effective the pilot was in drawing additional visitors into Cannock and Rugeley town centres was scheduled to take place toward the end of the pilot period. The report captured how the pilot had performed to date.

The Council received a further top-up payment of ARG monies to that it originally received, thus allowing for the potential pilot extension (if proven to be successful) to be considered by Cabinet, without any financial impact being placed upon the Council.

There were several options that needed to be considered before making any final decision of how best to proceed with the pilot initiative. These options were set out in the report for Cabinet's consideration.

The Economic Recovery Scrutiny Committee met on 15 September 2021 and received an interim review report at that time. The Committee considered the findings of the pilot initiative available at that time and Members recommended the following to Cabinet:

- (A) That, the additional information, and data in respect of the costs of administering the scheme and which businesses had done well from the pilot, including whether the businesses had done better on market days, be made available to Cabinet.
- (B) That Cabinet consider extending the Car Park Payback Initiative pilot by 1 month and, based on the outcome of the data, to consider extending the pilot until Christmas.

It was noted that it was not possible to immediately extend the scheme up to Christmas without a decision being taken by Cabinet first, hence the options that were proposed in the report. It was also not recommended to extend the pilot for 1 month, before committing to a longer extension of 3 months (as recommended by the Economic Recovery Scrutiny Committee), due to the administrative work required to do this.

48. Climate Emergency – Consultation and Community Engagement

Consideration was given to the Joint Report of the Head of Environment & Healthy Lifestyles and the Head of Governance & Corporate Services (Item 9.1 – 9.8).

Resolved:

That Council, at its meeting to be held on 15 December 2021, be recommended to set up stakeholder panels and undertake wider consultation and community engagement on the costed action plan within the approved £30,000 budget.

Reasons for Decisions

It had not been possible to set up a Citizens' Assembly as originally envisaged given the budget available. If this was still required, then a budget provision of circa £60,000 was necessary; this would require a supplementary estimate of £30,000 to be added to the current budget.

As an alternative, other options had been identified that could be delivered within the existing £30,000 budget and were set out in section 5 of the report.

The meeting closed at 7.07 p.m.

LEADER

Forward Plan of Decisions to be taken by the Cabinet: November 2021 to January 2022

For Cannock Chase Council, a key decision is as an Executive decision that is likely to:

- Result in the Council incurring expenditure or making savings at or above a threshold of 0.5% of the gross turnover of the Council.
- Affect communities living or working in two or more Council Wards.

Further information about key decisions and the Forward Plan can be found in Sections 10 and 28 of the Council's Constitution.

Representations in respect of any of matters detailed below should be sent in writing to the contact officer indicated alongside each item c/o Democratic Services, Cannock Chase Council, PO Box 28, Beecroft Road, Cannock, WS11 1BG or via email at membersservices@cannockchasedc.gov.uk

Copies of non-confidential items will be published on the Council's website 5 clear working days prior to the relevant meeting date.

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Quarter 2 Performance Report 2021/22	Head of Governance and Corporate Services / Innovation and High Streets Portfolio Leader	11/11/21	No	No	-	N/A
Strategic Risk Register	Head of Governance and Corporate Services / Innovation and High Streets Portfolio Leader	11/11/21	No	No	--	N/A
2020/21 Infrastructure Funding Statement	Head of Economic Prosperity / District Development Portfolio Leader	11/11/21	No	No		N/A
Voluntary Sector Community Support	Head of Housing and Partnerships / Neighbourhood Safety & Partnerships Portfolio Leader	11/11/21	No	No	-	N/A
Energy Company Obligation: Flexible Eligibility	Head of Environment & Healthy Lifestyles / Housing, Heritage & Leisure Portfolio Leader	11/11/21	Yes	No	-	N/A
Supporting the 'Local Cultural Place Makers, Global Change Makers' Programme	Head of Environment & Healthy Lifestyles / Housing, Heritage & Leisure Portfolio Leader	11/11/21	Yes	No	-	N/A

Item No. 5.2

Item	Contact Officer / Cabinet Member	Date of Cabinet	Key Decision	Confidential Item	Reasons for Confidentiality	Representation Received
Commonwealth Games 2022 – Additional Funding Options	Head of Environment & Healthy Lifestyles / Housing, Heritage & Leisure Portfolio Leader	16/12/21	No	No	-	N/A
Local Plan Preferred Option Consultation Feedback	Head of Economic Prosperity / District Development Portfolio Leader	16/12/21	No	No	-	N/A
Planning Local Validation List	Head of Economic Prosperity / District Development Portfolio Leader	16/12/21	No	No	-	N/A
Changes to Statement of Community Involvement	Head of Economic Prosperity / District Development Portfolio Leader	16/12/21	No	No	-	N/A
Waste Collection Contract Post-2023	Head of Environment and Healthy Lifestyles / Environment and Climate Change Portfolio Leader	16/12/21	Yes	Yes	Information relating to the financial or business affairs of any particular person (including the Council).	
Leisure and Culture Services Management Fee 2022/23	Head of Environment & Healthy Lifestyles / Housing, Heritage & Leisure Portfolio Leader	16/12/21	No	Yes	Information relating to the financial or business affairs of any particular person (including the Council).	

Report of:	Head of Governance & Corporate Services
Contact Officer:	Adrian Marklew
Contact Number:	01543 464598
Portfolio Leader:	Innovation & High Streets
Key Decision:	No
Report Track:	Cabinet: 11/11/21

Cabinet
11 November 2021
Quarter 2 Performance Report 2021/22

1 Purpose of Report

- 1.1 To advise Members on the progress of the Priority Delivery Plans (PDPs) and Council's performance at the end of the second quarter of 2021-22.

2 Recommendation(s)

- 2.1 To note the second quarter progress and performance information relating to the delivery of the Council's priorities as detailed at Appendices 1a-1c and 2a-2c

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Priority Delivery Plans set out the key projects and actions for delivery in 2021/22. These are based on the Corporate Plan 2021-24 agreed by Council on 24 February and the three-year delivery plans agreed on 21 April.
- 3.2 Overall, 85% of the projects have been delivered or are on schedule. Progress in delivering the PDPs is summarised in section 5 of the report and set out in detail in Appendices 1a to 1c.
- 3.3 Details of the performance information for each of the 3 priorities can be found at Appendices 2a to 2c.

Reasons for Recommendations

- 3.4 The performance information allows Cabinet to monitor progress in delivery of the Council's Corporate Priorities.

4 Relationship to Corporate Priorities

- 4.1 The indicators and actions contribute individually to the Council's priorities and objectives as set out in the Corporate Plan 2021-24.

5 Report Detail

- 5.1 The Council's Corporate Plan 2021-24 was approved by Council on 24 February 2021, setting out the priorities and strategic objectives of Cannock Chase District Council for a three-year period.
- 5.2 The supporting three-year delivery plans were approved on 21 April 2021. The Priority Delivery Plans (PDPs) in the appendices to this report are the annual documents that set out how the Council will achieve progress against its strategic objectives; these plans establish the actions, timetable and performance measures for delivery that are the basis of the Council's performance reporting framework.

Priority Delivery Plans

- 5.3 A commentary on performance and a rating for each of the projects/actions set out in the PDPs is given in Appendices 1a-1c. A summary of progress, by rating, is given in the table below.

Delivery of Projects for Q2						
Corporate Plan Priority					N/A	Total Number of Projects
	Action completed	Project on Target	Work in progress but slightly behind schedule	Project more than 3 months behind schedule	Project not yet started / superseded	
Supporting Economic Recovery	3	35	3	1	1	43
Supporting Health and Wellbeing	3	35	5	0	1	44
Financially Resilient Council	1	18	2	0	3	24
Total	7 (6%)	88 (79%)	10 (9%)	1 (1%)	5 (5%)	111

- 5.4 At the end of quarter 2, good progress has been made with 6% of projects completed and 79% on target. There has been some minor slippage on 12 (9%) projects, significant slippage on 1 project and 5 projects are not due to start until later in the year or have been superseded.

5.5 Across the three priorities, nine key projects have been identified as being of strategic importance to the Council. These are:

Supporting Economic Recovery:

- Levelling up fund bid
- Local Plan
- Affordable Housing

Supporting Health & Wellbeing:

- Commonwealth Games
- Waste Management
- Poverty Strategy

Financially Resilient Council:

- Transformation of Operational Delivery Model
- Shared Services Business Case

Cross Cutting:

- Climate Change

For ease of references, these projects are shaded in blue in Appendices 1a-1c.

All 9 key projects are on target at the end of quarter 2 with the exception of the “review and reshaping of the operational delivery model” which has slipped slightly; the 2 actions concerned will now be completed during Quarter 3.

Performance Measures

5.6 Alongside each PDP, there is a set of performance information. This is split into two sets of data:

- Direction of Travel indicators; and
- Performance Measures

The Direction of Travel Indicators are the longer-term measures for assessing progress in achieving the outcomes set out in the Corporate Plan. Whereas the performance measures are designed to assess performance in service delivery.

5.7 Details of the performance information for each of the 3 priorities can be found at Appendices 2a to 2c.

6 Implications

6.1 Financial

There are no direct financial implications arising from the report.

The financial management of the PDPs is standard in accordance with Financial Regulations and any measure to address a performance shortfall as reflected in a PDP report will require compensatory savings to be identified in the current year and be referred to the budget process for additional resources in future years.

The financial implications of the pandemic and the impact on projects and services was considered as part of the planning process.

6.2 Legal

None.

6.3 Human Resources

There are no direct human resources implications arising from the report. The human resources implications of the pandemic have been considered as part of the planning process.

6.4 Risk Management

The Council's Strategic Risk Register sets out the risks the Council faces in delivering its priorities. This has been updated to reflect the impact of the pandemic.

6.5 Equality & Diversity

Equality and diversity matters are addressed in individual services areas and by undertaking equality impact assessments for projects and programmes of work where this is necessary and appropriate.

6.6 Climate Change

There are specific objectives within all of the priority areas which address the challenge of climate change, reflecting the corporate commitment made by the Council in July 2019 to achieve carbon neutrality by 2030.

7 Appendices to the Report

Appendix 1a: Supporting Economic Recovery PDP – Progress Report

Appendix 1b: Supporting Health and Wellbeing PDP – Progress Report

Appendix 1c: Financially Resilient Council PDP – Progress Report

Appendix 2a: Supporting Economic Recovery PDP - Performance Information

Appendix 2b: Supporting Health and Wellbeing PDP – Performance Information

Appendix 2c: Financially Resilient Council PDP – Performance Information

Previous Consideration

None

Background Papers

Corporate Plan 2021-24 - Cabinet 28 January 2021

3 Year Delivery Plans 2021-24 – Cabinet – 1 April 2021

Quarter 1 Performance Report 2021/22 – Cabinet – 9 September 2021

Priority Delivery Plan for 2021-22
Priority 1 – Supporting Economic Recovery

PROJECTS – Summary of Performance

Delivery of Projects for Q2					
				N/A	Total Number of Projects
Action completed	Project on Target	Work in progress but project slightly behind schedule < 3months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
3 (7%)	35 (81%)	3 (7%)	1 (2%)	1 (2%)	43

Summary of Successes as at Quarter 2

- Full allocation of Additional Restrictions Grant (ARG) funding by the deadline of 30th July 2021 – as a result the Council received ‘top-up’ funding of £635k which will need to be spent by 31st March 2022.
- Digital Skills Academy launched on 20th September 2021.
- Completion of car parking incentive pilot scheme in Cannock and Rugeley town centres

Summary of Slippage as at Quarter 2

- Delay with disposal of Avon Road car park site
- Slight delay with production of technical report on MSCP demolition in Cannock town centre

1.1 Supporting jobs, enterprise and skills

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.1.1. Maximise the economic benefits of the opening of McArthurGlen Designer Outlet West Midlands							
Review and refresh of Economic Prosperity Strategy.	Production and consultation.			✓		Monitoring of economic indicators taking place. Initial preparatory work underway.	✓
	Present to Cabinet for approval.				✓		
Promotional leaflet production to coincide with opening of Designer Outlet.	Production and launch of leaflet.	✓				Leaflet now in circulation and PR launch carried out.	★
Work with McArthurGlen to develop a joint marketing plan to promote the District and encourage linked trips and dwell time in Cannock Chase.	Develop and implement marketing plan and identify resources.				✓	Meeting between officers and McArthurGlen held – marketing is still in launch phase at present. Progress all positive and ahead of programme on lettings.	✓
Transformational upgrade of Cannock Railway Station <ul style="list-style-type: none"> • Business case development / design • Submit bids for funding 	Work with partners to commission next stage of design and engineering work.	✓				Network Rail have been commissioned to undertake further design and feasibility work for preferred option. Work set to commence October 2021.	✓
	Report to Cabinet presenting outcome of design work, including updated cost plan and funding strategy.				✓		

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol	
1.1.2. Supporting local businesses								
Provision of advice and support to local businesses to resume operations and recover from Covid restrictions.	Support to businesses to enable them to comply with Covid regulations and guidance in line with timescales set out in Government roadmap.		✓			Covid support team has been disbanded following ending of Covid restrictions on 19 th July 2021. On-going support for local businesses is being provided by Economic Development, Food Safety and Licensing teams as part of 'business as usual' activity.	★	
Full allocation of Government funded Covid business support programmes i.e. Local Restrictions Support Grant, Additional Restrictions Grant (ARG) focusing on businesses affected by the pandemic and lockdown restrictions	Aim for full allocation of ARG by 30 th July as per MHCLG guidance.		✓			Full spend achieved. Additional top up monies awarded to Council. New ARG Policy to go live Oct 2021 Re-start grants have been paid to eligible businesses.	✓	
	Payment of Re-start grants.	✓						
	Delivery of Apprenticeship and Training initiatives in partnership with Staffordshire County Council.					✓	Apprenticeship targets and spend achieved already – nil cost training grant funding still available. Council has until March 2022 to spend full amount.	✓
Delivery of Enterprise for Success and Let's Get Started initiatives in the District to help new businesses to start up.	Promote available support to eligible local residents.					✓	Marketing of initiatives on-going.	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Expand Federation of Small Business Membership in District to help survival rates of businesses.	Promote initiative and secure new Members take up.		✓			Promotion carried out 18 memberships allocated to date (9 remaining; no time limit) – will require further PR to secure full take up.	✓
1.1.3. Support for newly unemployed residents							
Working in partnership with LEPs, DWP, Staffordshire County Council to proactively respond to redundancy announcements	Monitor through Countywide redundancy task group numbers of reported redundancies and HR1 forms from Cannock Chase employers.	✓	✓	✓	✓	Group continues to meet – no major impact being seen at present in District – may change when furlough scheme ends in September. Officers regularly reviewing unemployment data.	✓
Identify gaps in local provision and develop initiatives (if required) to further support unemployed residents.	Post furlough ending consider whether additional provision is needed to help address growing unemployment levels.			✓		Too early to give an indication as to whether additional provision will be required. Virtual jobs fair (Retail focus) is programmed for October with partners to help provide advice & guidance being given at this time.	✓
1.1.4. Increasing skills levels and access to employment opportunities							
Work with Cannock College to deliver skills and	Assist with delivery of apprenticeships linked to engineering academy and recruitment of local employers.	✓	✓	✓	✓	PR continues, take up is steady	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
apprenticeships opportunities to local residents	Aide the roll out of a new digital skills hub in Cannock and promote the local offer to local employers.	✓	✓	✓	✓	New digital academy was officially opened in Sept 2021 and courses are starting to be rolled out.	✓
1.1.5. Ensure sufficient supply of employment land and workspace for small businesses							
Explore feasibility of encouraging more managed workspace in the District	Work with key partners to identify potential locations for future sites.				✓	Managed workspace/ incubation proposal included as part of Cannock Town Centre Levelling Up Fund bid. Officers continue to assess potential other sites.	✓

1.2 Reshaping our town centres

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.2.1. Identify external funding / investment opportunities							
Identify external funding opportunities	Submit a business case for the Levelling Up Fund for Cannock Town Centre	✓				Bid for Cannock Town Centre submitted on 18 th June – decision expected in autumn 2021.	✓
	Fully commit and spend the Council's Welcome Back Fund to support re-opening of town centres				✓	Full spend on target to be achieved by 31 st March 2022. Wide coverage of support provided across District.	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Develop a pipeline of projects to reshape our town centres and provide focus for future bidding opportunities	Develop an investment plan to include pipeline of projects			✓	✓	On schedule to appoint consultants to assist with development of Investment Plan during October 2021.	✓
1.2.2. Regeneration / reshaping of Cannock Town Centre							
Cannock Town Centre Prospectus	Engagement with private sector with the aim of securing investment for identified Cannock Prospectus sites	✓	✓	✓	✓	Ongoing discussions with local developers	✓
Land disposal at Avon Road	Agree Heads of Terms for disposal	✓				Issue with establishing a secondary access – may affect delivery of overall scheme. Alternative options for access being explored with prospective purchaser. Awaiting Staffs County Council (highways) guidance.	✗
	Planning application to be submitted by purchaser		✓			See above comment	
Business case for demolition of MSCP and Indoor Market site to Cabinet	Report to Cabinet setting out business case for demolition including options appraisal		✓			Originally Q2, now on track for Q3. Draft report received from the Demolition Consultant providing advice on options for demolition; this report will be finalised during October 2021.	▲

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						When the outcome of the Levelling Up fund bid is known (expected Autumn 2021), a report will be presented to Cabinet with recommendations for demolition options.	
Develop a Cannock Masterplan	Procure consultants to undertake masterplan production					GBSLEP advised no funding available at present time to support production of masterplan – alternative sources of funding need to be identified. Furthermore, masterplan is on hold pending Levelling Up fund bid decision.	
	Prepare specification / undertake procurement			✓			
	Award contract				✓		
1.2.3. Reshaping Rugeley Town Centre and surrounding areas – capitalising upon the re-development of Rugeley Power Station							
Identify options for the Rugeley Market Hall and adjoining land	Undertake an options assessment				✓	Officers continue to explore options for future of Market Hall site. Limiting factor is terms of existing lease. Existing offer to attract new tenants i.e. 6 month free rental expired at end of September. Limited take up so offer will not be renewed.	
Identify options for addressing vacant units in Rugeley Town Centres	Undertake a Baseline assessment of vacant units including engagement with private landlords and partners				✓	Vacant units in town centres continue to be monitored.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.2.4. Review the Council's car parking strategy							
Undertake parking review across the District	Undertake pilot car parking initiative in Cannock & Rugeley Town Centres	✓	✓	✓		Pilot initiative ended on 21 st September.	✓
	Report to Cabinet setting out outcome of Pilot and options for future			✓		Cabinet to consider evaluation of Pilot and options for extensions utilising ARG top up funding at meeting on 14th October.	✓
	Review of car parking across District - Procure consultants - Undertake review			✓	✓	Scope for appointment of consultants being developed by officers.	✓

1.3 Increasing affordable housing

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.3.1. Investment of £12.9m to deliver in the region of 100 new Council properties for rent							
Hawks Green – complete development	Completion of handover of Council Houses			✓		Handover of Council homes commenced in Q1.	✓
	Completion of Hawks Green Development by 31 March 2022				✓	Scheme in progress and on target to complete by 31 March 2022	
Aelfgar Development Scheme	Completion of land sale		✓			Land sale completed in Q2.	✓
	Seek outline planning permission		✓			Outline planning permission issued Q2.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework in progress.	
	Start on site				✓		
Chadsmoor development	Submission of Cabinet report for scheme approval		✓			Pre-planning consultation completed Q2 and report prepared and considered at August Cabinet briefing. Scheme approval report to be submitted following planning approval.	✓
	Planning application submission			✓		Planning application submission work is in progress.	
1.3.2. Ensure the Local Plan includes the necessary provisions for affordable housing contributions							
Emerging Local Plan will update affordable housing contributions with new viability evidence	Viability Study to be available Summer 2021 that will inform affordable housing requirements in Reg 19 Local Plan.			✓		Viability Study still progressing and expected November 2021.	✓
Undertake revision of affordable housing policies in line with Local Plan timetable	To be undertaken on receipt of viability study and incorporated into policies in Reg 19 version of Local Plan.			✓		See above.	✓
1.3.3. Work with partners / Affordable Housing Registered Providers							
Set up and deliver an annual Stakeholder Event to make strategic links and build strong relationships with key registered providers	Arrange first meeting since pandemic, to be held virtually.	✓				An operational meeting has taken place to discuss on-going issues	✓

1.4 Well designed communities

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.4.1 Adoption of a new Local Plan for the District by the end of 2023							
New Local Development Scheme (LDS) 2021 to set out timetable for delivery by 2023	New LDS adopted April 2021 which sets out timetable for Local Plan Review and adoption before end 2023.	✓				<ul style="list-style-type: none"> ▪ LDS adopted April 2021. ▪ Preferred Option consultation completed April 30th 2021 	✓
	Regulation 19 Local Plan – Winter 2021/22 Consultation			✓	✓	Cabinet report scheduled February 2022 for authority to consult.	
1.4.2 Ensure our Local Plan policies achieve higher design and environmental standards with new housing developments							
Local Plan 'Greener Futures' policy in preparation that will include higher environmental and design standards applied to new housing developments.	Preferred Option introduces Greener Futures Policy. Consultation responses and Viability Study will be considered in potential revisions to the policy.	✓				Further policy refinement to take place once Viability Assessment has been provided and consultations responses have been compiled and considered	★
1.4.3 Support our towns and parishes to plan their neighbourhoods							
Progress current and future Neighbourhood Plans within the district.	Continue to work with Parish Councils and Neighbourhood Planning Groups to progress Neighbourhood Plans.				✓	On-going liaison with Town / Parish Councils	✓
1.4.4 Ensure our local communities secure benefits from new developments and investment in local infrastructure							
Emerging Local Plan will prioritise new sustainable development allocations with emphasis on supporting infrastructure.	Regulation 19 Draft Local Plan scheduled Winter 2021.			✓		Cabinet report scheduled February 2022 for authority to consult.	✓

1.5 Clean and green recovery

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.5.1 Support our clean growth ambition by encouraging green jobs and investment							
Identify and support businesses, supply chains and investors that are seeking to create green jobs in our District.	Investigate potential opportunities to attract new businesses or grow existing businesses to create new jobs				✓		✓
1.5.2 Work with public bodies and site owner to regenerate the Rugeley Power Station site and deliver 'zero carbon' ambitions							
Work with Engie to progress plans for the site.	Completion of demolition of site	✓	✓			Demolition of cooling towers took place on 6 th June 2021. Demolition programme expected to fully complete by end of 2021 and remediation works complete by end of 2022 .	✓
	Planning application for Riverside Park and spine road				✓	Planning application for Riverside Park received in July 2021.	
Zero Carbon Rugeley – completion of Pilot project for Smart Local Energy System and dissemination of findings.	Disseminate findings of project and work with Engie to identify implementation options				✓	Senior officers represent the Council on the Zero Carbon Rugeley Advisory Board. The design and research phase of the project is on track to complete by Q4 2021/22.	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
1.5.3 Work towards developing zero carbon homes (Passivhaus standard) on Council housing developments							
Aelfgar Development Scheme – undertake a design and build procurement based on Passivhaus principles	Outline planning permission granted		✓			Land sale completed in Q2. Outline planning permission granted Q2.	
	Completion of land sale		✓			Completed	
	Completion of procurement exercise and selection of contractor			✓		Initial actions with framework in progress.	
	Start on site				✓		
1.5.4 Produce a funded retrofit (carbon zero) programme for the Council's housing stock and commence implementation							
Stock Condition Survey – Commission survey to establish stock condition for 20% of stock and produce 5 year cyclical programme to establish and monitor 100% of stock	Develop Asset Management system to record and report on asset data	✓				Asset Management system built, go live occurred in August.	
	Completion of procurement exercise and selection of service provider		✓			Procurement team workload and internal resource delaying work. Slipped to Quarter 3.	
	Completion of Surveys			✓			
	Annual update of 30yr business plan						

Item No. 6.17

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Development of strategy to deliver carbon neutral housing stock and development of retro fit work programme	Procurement of Housing Climate Change Action Plan		✓			This work has been added to the wider piece of work to develop a costed action plan for delivering the Council's targets re carbon neutrality. A provider has been appointed	✓
	Production of the Housing Climate Change Action Plan			✓			
	Produce Housing Asset Management Plan				✓		
	Develop work programme to incorporate Climate Change Actions	2022-23					
	Participate in a joint bid to pilot retrofit of properties to gain an understanding of new technologies and measures required for CCDC stock						
EPC – Carry out programme over 5 years to establish Energy Performance for the stock	Completion of procurement exercise and selection of service provider			✓			N/A
	Record EPC's in Asset Management system annually for reporting purposes				✓		

Priority Delivery Plan for 2021-22
Priority 2 – Supporting Health & Wellbeing

PROJECTS – Summary of Performance

Delivery of Projects for Q2

				N/A	Total Number of Projects
Action completed	Project on Target	Work in progress but project slightly behind schedule < 3months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
3 (7%)	35 (80%)	5 (11%)	0 (0%)	1 (2%)	44

Summary of Successes as at Quarter 2

Quarter 2 has seen the completion of 2 projects ahead of schedule and one on schedule. The Rugeley ATP and the new Cannock Chase Cemetery were completed ahead of schedule and the 6 Green Flags were retained on schedule, although the announcement was embargoed until early October 21 following instructions from the judging committee.

Summary of Slippage as at Quarter 2

Unfortunately, quarter 2 has seen 5 projects slip behind schedule. The Open Spaces Strategy and Stadium Phase II have fallen behind mainly due to some delays with appointed external consultants and procurement. The Rugeley Swimming Pool refurbishment has fallen behind due to additional subsurface works being identified once the pool works had begun, with completion now scheduled for late Q3 / early Q4. The replacement of both the dry and poolside water boilers was completed ahead of schedule. Fortescue Lane and the CEMA play areas have fallen slightly behind schedule mainly due to national construction material and steel shortages and external contractor capacity.

2.1 Providing opportunities for healthy and active lifestyles

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.1 Invest in our facilities, parks and play areas							
Develop a new accessible play area in Norton Canes (the Cema)	Prepare Specification and contract, Tender, evaluate, appoint contractor and finalise design	✓				Completed within Q1, final play equipment layout before install is out for short consultation	
	Start works on site		✓			Work started on site Q1	
	Project Manage, snagging, complete works and commission		✓			Slight project overrun due to national materials shortages due for completion in Q3	
Undertake park and open space improvements at Fortescue Lane	Prepare Specification and contract, Tender, evaluate, appoint contractor and finalise design	✓				Project successfully retendered due to excessive cost. Contractor now appointed; onsite meetings held.	
	Start works on site		✓			Start onsite booked for Q2	
	Project Manage, snagging, complete works and commission		✓			Slight project overrun due to national materials shortages due for completion in Q3	
Commence Phase 2 works at the Community Sport and Recreation Hub at The Stadium.	Prepare Architects and QS Specification and contracts for Phase 2 design and costing.		✓			Slight project overrun due to other projects / internal resourcing / completions.	
	Tender, evaluate, appoint consultants to finalise design			✓			

Item No. 6.20

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Final design and permission to spend report				✓		
	Submit Planning Application of Final design				✓		
	Carry out Phase 2 works – eco mulch, landscaping, signage and eco trail		✓			As above plus delays with eco mulch contractor selection.	
Deliver the third full size Artificial Grass Pitch in the District at Rugeley Leisure Centre	Discharge Pre-commencement planning conditions and start on site	✓				Onsite work started during Q1 and are on schedule for opening during Q3	
	Project Manage, snagging, complete works and commission		✓				
	Open Facility			✓		Completed ahead of schedule in quarter two. The pitch reopened on 27th September. IHL in partnership with CCDC will organise a formal reopening. Official opening during Q3.	
Undertake repairs to the 25m swimming pool and replace the boiler at Rugeley Leisure Centre	Prepare contract documents, warranties and start on site.	✓				Contracts complete Q1 and work successfully started on site during Q1. Warranties finalised.	

Item No. 6.21

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Project manage, complete works, commission and re-open		✓			<p>Works completed Q2 and the boilers are replaced.</p> <p>‘Dry side’ boilers are fully commissioned and operational.</p> <p>‘Pool side’ boilers still need commissioning, which is awaiting the refilling of the pool (see below).</p>	
	Undertake pool tiling and filtration system repairs and improvements.		✓			<p>Works ongoing and due to essential additional works being identified, completion of this project is behind schedule with completion not now anticipated until Q3 / start Q4.</p> <p>Issues identified include the channel around the pool, which has also affected the tiling outside the channel.</p>	
	Completion of all works, including commissioning and re-opening of the pool		✓			<p>Completion of all work and re-opening of the pool has been delayed due to subsurface issues identified during the progress of the work. Current estimated completion and pool re-opening end Q3 / start Q4.</p>	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Produce an annual programme for the development of new play areas and the refurbishment of existing play areas, open spaces and leisure facilities	Produce an annual programme for the development of new play areas and the refurbishment of existing play areas, open spaces and leisure facilities - based on need and those local communities which are subject to poorer health outcomes, have higher levels of deprivation and higher levels of inactivity. To be funded from Section 106, CIL funding and general fund budgets in line with the capital programme.			✓		Work has begun on the development of a district wide ward by ward play area matrices, taking into account, items such as population totals, prevalence of young people, deprivation, privation etc.	✓
2.1.2 Secure external funding to support investment in our leisure and culture facilities							
Work with partners to develop and submit funding bids (eg IHL, Sport England, Football Foundation, Football Association, Heritage Lottery etc) using the evidence from the Council's relevant strategy's, action plans and District Needs Analysis.	Implement wayfinding project subject to successful application for Sport England Funding	✓				Application successful, reported to Cabinet 10.06.21	✓
	Receipt on notification of the outcome of applications and report to Cabinet	✓					
	Commence project if the application is successful		✓	✓	✓	On schedule – A partnership has been established to identify waymarkers and rest stops with QR codes linking to interactive activities sited on various outdoor routes on Cannock Chase.	
	Project completion post 2021/22						

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.3 Develop and deliver the Council's Health, Wellbeing and Physical Activity Strategy							
<p>Work with IHL, partners and stakeholders i.e. Together Active, Sport England NGB's to develop a new Strategy based on the impact of the pandemic, Needs Analysis evidence, data new customer behaviour and trends</p>	<p>Explore opportunities to work with partners to assess the impact of pandemic and develop a strategy i.e., Long Covid Project and Impact of Covid on Gyms and Leisure Centres.</p>			✓	✓	<p>Project on track to start in Q3. IHL have also been instrumental in the development of a new pilot project with the Midland Partnership Foundation Trust (NHS) and Together Active. This pilot focuses on Long Covid and provides a 12-week programme looking to determine the benefit to people with long covid completing regular structured exercise. Funding will be received to implement the programme which will also look to address some of the effects of long covid namely, physical deconditioning, poor mental health and social isolation. The project will also look at establishing effective pathways into community leisure provision.</p>	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.4 Continue to provide affordable, varied and locally accessible facilities for sport, leisure and culture							
Work to reduce the barriers taking into account the impact of Covid-19, that prevent access to our leisure facilities by reviewing and refreshing the leisure concessions scheme to target those most in need and to ensure the Council achieves the greatest impact.	Work with IHL to review the leisure concessions scheme			✓		Project on track for start in Q3	✓
	Complete the review of the scheme				✓		
2.1.5 Encourage and support people of all ages to have active and healthy lifestyles to improve and maintain their physical and mental wellbeing							
Engage with residents who are less active and deliver targeted health and physical exercise initiatives to help people lose weight, stop smoking, eat healthier and become more active	<p>Roll out of the Cannock Chase Can App across the district.</p> <p>Promote the use of the Cannock Chase Can App with GP's, IHL, Together Active and other partners.</p>		✓	✓	✓	<p>Soft roll out commenced Q2 and app being promoted with community groups.</p> <p>On track – now starting its community engagement phase of testing. The official launch is scheduled for January.</p>	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.6 Work with partners to help and support our residents to adopt a healthy and active lifestyle							
Continue to develop the GP Referral and Exercise by Prescription Programme	Long Covid Project Pilot with IHL and Together Active.		✓	✓	✓	<p>IHL working with Together Active and GP referral scheme.</p> <p>On track - NHS services have returned namely Cardiac Rehab and Pulmonary Rehab.</p> <p>The Long Covid programme will run for 12 weeks and will seek to address the effects of Long Covid such as physical deconditioning, poor mental health and social isolation</p>	✓
Participate in the County Council's Pathfinder Pilot Project to tackle obesity within the district ("Whole System Approach)	Rollout Whole Systems Approach to Healthy Weight with IHL and Together Active.			✓	✓	<p>Project on track for start in Q3. SCC role out for Cannock Chase of Better Health Staffordshire (formerly named the 'Obesity Project' due in Q2. Specification created for provider however still to be shared with CCC.</p>	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.1.7 Promote the use of green open spaces and our parks for exercise and activity							
Work with IHL to focus initiatives and programmes on using those open spaces, play areas and facilities in local communities with the highest levels of deprivation and with higher risks of inactivity and poor health outcomes.	Reintroduction by IHL of the Couch to 5k Programme.		✓	✓	✓	On track to start in Q2. On track - Couch to 5K sessions have been introduced at Birches Valley, Hednesford Park and Rugeley Leisure Centre during September 2021.	✓
	Introduce new outdoor exercise programmes						
	Promote Forest Bathing and Bike and Play Trails		✓			A beginner's session, delivered on behalf of Forestry England, commenced in September. The session focuses on reintroducing people to cycling sessions.	
2.1.8 Delivery of a successful Commonwealth Games 2022 Mountain Biking Event and creation of a lasting legacy							
The Council's internal CG2022 Project Team to continue with preparations and involvement with Birmingham 2022 Organising Committee, Forestry England, other key stakeholders, partners. Town and Parish Councils to:	Report to Cabinet on estimated costs associated with hosting the event in the District	✓	✓	✓	✓	On track. Report to cabinet completed in relation to the allocation of £50k funding	✓
	Help facilitate the delivery of a successful Commonwealth Games 2022 Mountain Bike event in our District.					Bike and Play track is on target	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Engage with Parish and Town Councils regarding the hosting of Roadshows (pre-Games) and Live Sites (during Games).		✓			Meetings with Parish and Town Councils due to be scheduled in Q2 slightly delayed due to difficulties ascertaining costs for events from the Organising Committee	
	Maximise the one-off opportunities for showcasing the district before and during the event.			✓	✓	Roadshows and Live sites.	
	Liaise with the Commonwealth Games Organising Committee and other key stakeholders in relation to hosting Roadshows, the Queens Baton Relay, Live Sites, Cultural and Arts Programme.					Officers meeting regularly with all CWG Organising Committee subgroups on a regular basis	
	Develop lasting legacy projects for the district and our residents as a result of our investment in the Commonwealth Games 2022 (i.e. Mountain Bike Trail, Bike and Play)					Work on the mountain bike trail was completed in Q2 and opening to the public of the Bike and Play Trail due in Q3. Official opening by Forestry England being planned for Q4.	

2.2 Supporting vulnerable people

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.2.1 Supporting vulnerable people							
Poverty Strategy and action plan to be developed	Define poverty and scope for strategy		✓			Work has commenced on defining the strategy and identifying data	✓
	Undertake baseline assessment		✓				
	Map out existing interventions			✓			
	Draft strategy				✓		
Raise awareness of domestic abuse and support services	Chair and co-ordinate the weekly local Multi Agency Risk Assessment Conference (MARAC) to support the safeguarding of high risk Domestic Abuse victims and families	✓	✓	✓	✓	Case studies and Best Practice Shared	✓
	Secure Funding	✓				Funding has been secured via the Locality Deal Fund (LDF)	
	Develop & Delivery Dating Abuse Campaign	✓				Campaign developed with New Era, Partnerships Team and Comms	

Item No. 6.29

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Publish Its Never Ok to abuse your partner campaign	✓				Delayed due to linking in with more appropriate work identified with the Community Safety Campaign calendar (Stalking & Harassment). Also the messages would be lost due to the Euro's DA Campaign running at the same time Now due to be delivered February 2022	
	Develop & Deliver New Euro Domestic Abuse Campaign	✓				Funding secured, campaign concept developed and delivered by key stakeholder. Launched 11th June 2021 District Wide and also across South Staffs	
	Publish Valentines Domestic Abuse Campaign				✓		
Develop a local awareness campaign around the risks of harm associated with alcohol and substance misuse.	Secure funding	✓				Funding has been secured via the Locality Deal Fund (LDF)	✓
	Develop an educational programme, comms plan and resource packs	✓				Loudmouth have been commissioned. Educational programme developed alongside campaign material	

Item No. 6.30

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Deliver educational programme and campaign		✓			The programme has been successfully delivered to all schools. Positive feedback received and online Tik Tok messages well received.	
	Evaluate educational programme and campaign			✓			
Engage with young people at risk of engaging in Anti-Social Behaviour (ASB)	Develop and deliver a comprehensive schedule of diversionary activities across the District, reflecting historic seasonal trends in ASB or in response to emerging issues identified through the Community Safety Hub.	✓				Achieving Goals and Dreamz have received Locality Deal Funding and work has been conducted with the partnership team to ensure that all historic peaks in ASB have been mapped and scheduled for activities. A 'float' fund remains in place to ensure that emerging issues can be tackled promptly and as when they arise.	
	Delivery diversionary activities in hotspot locations across Cannock Chase	✓	✓	✓	✓	<p>Diversions Activities have been delivered in Hednesford Park & Brereton</p> <p>6 Young People have been referred into the Community Safety Hub for further signposting and work.</p> <p>AGD carried out 70 engagement sessions in Cannock Park, Hednesford</p>	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						park, Pye Green stadium , Norton Canes park and Brereton and Ravenhill park . They had an average of 25 young people per session. Several of those attending have taken up the opportunity to train as coaches for AGD or seek clubs and teams within the district to continue with their newly discovered sport	
Explore funding opportunities for the continuation of the ASB Young Peoples Key Worker post June 2021	Review & Refresh ASB Young People’s Key Worker job description in partnership with Staffordshire County Council and secure funding	✓				JD has been reviewed and refreshed however this post has now been superseded by the Youth Offending Service SCC are now picking up support for young people and will consult with Districts / Boroughs re future posts / initiatives	n/a
2.2.2 Supporting older residents and those living with disabilities, to live healthier and more independent lives							
Analyse the effectiveness of the new Housing Assistance Policy since its introduction and feed findings into a full review of the policy in 2022-23.	Review the impact of the Housing Assistance Policy			✓		On track to start in Q3	✓
	Report the findings of the review to the Council’s Scrutiny Committee				✓		

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.2.3 Supporting older residents and those living with disabilities, to live healthier and more independent lives							
Develop a Private Sector Housing Strategy for adoption	Develop and consult on Private Sector Housing Strategy			✓		On track to start in Q3	✓
	Present strategy to Cabinet for adoption				✓		
2.2.4 Working to prevent homelessness							
Review current service provision in particular homelessness grant-funded operations and services	Complete a review of homelessness grant funded operations and services		✓			Review completed.	✓
	Complete financial assessment of grant availability			✓			
Develop proposals to meet changing requirements	Assessment of future service requirements			✓		Service assessment identified need for additional service for private rented sector	✓
	Develop proposals to meet changing requirements				✓	New service for private rented sector in development	
Next Steps Accommodation Programme (NSAP) and Rough Sleepers Funding Initiative – extend Homelessness and Rough Sleeping Pathway service provision by 2 additional	Complete acquisition of additional properties under NSAP	✓				Acquisition of the two additional properties for the Rough Sleeping and Homelessness Pathway Project under NSAP completed	✓
	Review extension of Rough Sleeping Pathway service provision		✓			Completed	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
properties and for additional 2 years	Extend Rough Sleeping Pathway service provision		✓			Extended for further 12 months. Option for further 12 months.	
Develop a proposal and funding bid to assist rough sleepers/homeless persons who have medium-high complex needs for any future potential funding opportunities	Investigate and review RSAP prospectus and identify potential project(s)	✓				Review of RSAP completed. No projects identified as suitable for the funding bid.	✓
	Develop full proposals and submit RSAP funding bid, if applicable, by funding deadlines		✓			No projects identified as suitable for the funding bid.	
	Investigate and consider other funding opportunities when available			✓	✓		
2.2.5 Working with the Voluntary Sector							
Provide funding to voluntary organisations to provide free independent, impartial and confidential advice to our residents who are facing pressing issues in their lives, whether that be general advice or debt management	Review the annual Service Level Agreements in order to understand and take account of the impact of the pandemic to ensure they: (a) are fit for purpose; (b) better co-ordinated; and (c) have clear objectives and outcomes		✓			Initial meeting held with Citizens Advice	✓
	Performance manage delivery of the SLAs			✓	✓		
Work with Support Staffordshire to build on community spirit & volunteering / befriending	Provide access to the support directory through Council Community Support webpage	✓	✓	✓	✓	Community Support web page refreshed to include signposting to support available.	✓

Item No. 6.34

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
advocacy in conjunction with Staffordshire County Council	Work with SCC and Support Staffordshire to plan the further development of community- based support services as restrictions ease and more options become available.			✓		Further SLA beyond November. Focus on filling identified gaps in provision or support	
Work with partners and internal services to establish the best means of identifying vulnerable residents and support providers (signposting vulnerable residents to access services)	Plan for access to on-going support for those people who have been contacted regularly by the Covid Community Support Hub when it closes at the end of June. Support Staffordshire to provide details of appropriate organisations.	✓				Details of support organisations provided in a directory by Support Staffordshire. Contact Centre briefed and provided with necessary signposting information.	
	Provide options and referrals to support organisations for those who need on-going support following the closure of the Hub. Ensure that the Contact Centre has access to information to signpost people to support services.		✓				
	Take stock of work on identifying vulnerable people known to us through our customer information systems			✓		Vulnerable residents have been identified; types of vulnerability vary from individual to individual. A case-by-case approach will be adopted.	
	Agree method of signposting of services to vulnerable people				✓		

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Engage with partners regarding their recovery plans for their services and our communities	Refer Covid Community Support Hub contacts to suitable support organisations	✓				Covid Community Support Hub call handlers have signposted people to appropriate support organisations	✓
	Work with SCC and Support Staffordshire to plan the further development of community-based support services as restrictions ease and more options become available.		✓				
	Implementation of above plan			✓	✓		

2.3 Creating a greener, sustainable community and environment

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.3.1 Develop an Environmental Strategy and action plan to reduce our impact on climate change and work towards the Council's aim of becoming carbon neutral by 2030. Supporting vulnerable people							
Work with Citizens Assembly to develop and complete costed Climate Change Action Plan and Environmental Strategy	Specify requirements for Citizens Assembly and development of costed Action Plan requirements, tender, evaluate and appoint successful consultants		✓			On track Consultant commissioned to create the Costed Action Plan Council has been out to tender for the Citizens Assembly work during Q1. Results evaluated during Q2 and possible alternative models reviewed . Report to Cabinet due in Q3	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Produce costed Action Plan			✓			
	Produce Environmental Strategy				✓		
Work collaboratively to find solutions to tackling the impact of climate change	Develop and formalise the Council's Climate Emergency Officer Group.	✓	✓	✓	✓	Formal officer working group meeting on a regular basis. Council attending County wide Climate Change workshops hosted by Keele University	✓
	Engage with and work alongside partners and stakeholders (including other Staffordshire Councils, ENGIE, Keele University etc.) to reduce emissions across the District and County.					CCC Climate Emergency Team Continuing to work alongside partners during Q2.	
Continue to provide and undertake Carbon Literacy Training	Review the training provision and deliver as required.		✓			Training provision reviewed and modified to include less online self-study and more high-quality audio visual. Training provider to remain as previous. 2 nd tranche of training for new members and officers to be undertaken during Q4 due to trainer availability.	✓
	Rollout 2nd round of training to newly elected members and wider officer group			✓	✓	See above	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.3.2 Maintain and improve our parks, green spaces and countryside							
Continue to maintain our parks and open spaces to ensure we retain our 6 Green Flag accreditations	Submit Management Plans, prepare and host park inspections/mystery visits	✓				Management plans submitted in Q1 and inspection schedule underway	★
	Notification of Green Flag Assessments		✓			Slight delay in receiving the results outside of CCC control due to the external judging organisation, however, results received early in Q3 (released publicly 14.10.21)	
2.3.3 Work and empower local communities to support local projects and sustain local facilities							
Provide support and opportunity to community groups wishing to take on more responsibility for improving and developing open spaces and play areas	Community Litter Picking Support Groups.	✓	✓	✓	✓	Ongoing support offered for existing and	✓
	Continue to develop Community Forum for all Parks/Friendet groups.			✓	✓		
	Stadium Community Planting Scheme.		✓	✓	✓	Work on planting scheme begun towards the end of Q1. Continuing to progress	
2.3.4 Develop our Open Spaces Strategy to support the adoption of the Local Plan							
Finalise and include the Opens Spaces Strategy as part of the adoption of the Local Plan	Complete the Open Spaces Strategy and review by Cabinet		✓			Slight delay due to internal / external resource issues GIS issues with land registry / ownership mapping. Due for completion in Q3	▲

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.3.5 Protect and enhance our high quality and unique natural environment							
Develop and undertake urban tree /woodland planting programmes	New Cemetery planting scheme.	✓	✓			Completed in Q1 prior to the opening of the new cemetery	✓
	Locate and plant sites as part of Commonwealth Games Legacy project.			✓	✓	Consultation of creating of new mini forest on common land in Pye Green due in Q3	
2.3.6 Support our residents to reduce residual waste and increasing recycling							
Undertake annual promotional campaigns to continue to raise awareness of the importance of waste reduction and recycling	Develop and action annual contamination campaign	✓	✓			On track Social media Most Wanted campaign launched in Q2	✓
	Take part in Keep Britain Tidy's Litter picking campaign/s				✓		
	Develop and distribute annual waste and recycling calendar and booklet		✓	✓	✓	Production of annual waste and recycling collection booklet started in Q2	
School Awareness Campaign Waste and Recycling – Stage Production with local schools in the district	Review and refresh stage production (post Covid)			✓		Meetings held with the production company and officers regarding the rescheduling of the production	✓
	Officers re-engage with local primary schools across the district			✓			

Item No. 6.39

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Officers visit primary schools to present awareness campaign to children prior to the stage production (scheduled for Q1 2022/23)				✓		
Develop Waste Management Strategy following the outcome of consultation on the Government's Resources and Waste Strategy	Develop waste strategy in partnership with the County Council and other Staffordshire Councils as part of Joint Waste Management Board			✓	✓	Governments consultation on its Waste and Resources strategy was undertaken during Q2	✓
Appoint Waste Disposal Contractor as part of partnership procurement exercise. Contract to start from April 2022.	Evaluate tenders and report to Cabinet on possible options	✓				Tenders evaluated. Report to cabinet 8th July 21	✓
	Action Cabinet's preferred option		✓	✓	✓	Cabinet preferred option to dual stream dry mixed recycling from April 22	
Review waste collection contract	Undertake discussions / negotiations with waste collection contractor regarding the possible formal extension of the waste collection contract	✓	✓			Discussions / negotiations started during Q1 and ongoing throughout Q2	✓
	Report the result of the discussions / negotiations and options to Cabinet for approval			✓			

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
2.3.7 Tackle waste crime such as fly-tipping, dog fouling and, littering							
Develop annual programmes for carrying out targeted campaigns to tackle specific types of waste crime.	Develop annual programme	✓				Annual programme now in place	✓
	Implement targeted campaigns in line with programme		✓	✓	✓	Programme is being implemented	
Promote and raise awareness of the Council's zero-tolerance to all types environmental crime	Develop and implement a communications plan	✓	✓			Comms plan prepared and now being implemented.	✓
	Review effectiveness and reach of communications messaging, review and amend if required				✓		
2.3.8 Meet the demand for burial space in the south of the District							
Complete works and open our new Cannock Chase Cemetery	Open new cemetery to the public for burials and internments		✓			Cemetery completed and opened for burials and internments during Q2	★

Priority Delivery Plan for 2021-22
Priority 3 – Financially Resilient Council

PROJECTS – Summary of Performance

Delivery of Projects for Q2					
				N/A	Total Number of Projects
Action completed	Project on Target	Work in progress but project slightly behind schedule < 3months	Action more than 3 months behind schedule – specific action required to address delay	Project not yet started	
1 (4%)	18 (75%)	2 (8%)	0 (0%)	3 (13%)	24

Summary of Successes as at Quarter 2

The review of the bridges and boardwalks across the district has been completed and a plan to invest in the maintenance of them has been approved by Cabinet

Summary of Slippage as at Quarter 2

There is some slippage on the review and reshaping of the operational delivery model. Efforts have been focussed on the current Reception arrangements and the Civic Offices Reception is now open 5 days a week, albeit on reduced hours. The options paper for the future will now be developed in quarter 3.

The work on the procurement of a new CRM system has also slipped slightly. A decision was taken to undertake additional demonstrations to allow for further consideration of our system requirements and to refine the specification further. This work is nearing completion and the procurement process is due to commence now in quarter 3.

3.1 To make the best use of limited resources – managing our people, money and assets

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
3.1.1. COVID Recovery / Service Restoration							
Ongoing restoration of services and clearing of backlogs	Planning for clearing of Housing Repairs backlog: <ul style="list-style-type: none"> • Appointment of Void Supervisor • Prioritise backlog jobs 	✓				Void Supervisor appointed and is having the expected impact on the void backlog. Admin Staff allocated dedicated areas of backlog to focus on and prioritise jobs are completed, repairs backlog is reducing.	✓
	Food safety inspections - recovery of 2020/21 backlog of approx. 400 interventions across all risk categories	✓				Agency EHO now engaged (following unsuccessful attempt to recruit into temporary post). Preparation completed and delivery of recovery plan has already commenced.	
	Planning enforcement – deal with backlog of cases	✓				Short term support has been secured to deal with backlog. Temporary changes to Planning Enforcement Protocol extended until October 2022.	
Re-introduction of face-to-face customer services, where necessary and by appointment	Appointments will be available where necessary from 12 April in line with the easing of restrictions	✓				Appointments are available for a range of Council services and these can be booked between 9am to 5pm on week days	✓

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
	Planning for wider opening of reception areas		✓			Reception at the Civic Centre is now open 5 days a week, albeit on reduced hours. The need for longer opening hours is being assessed	
3.1.2. Shared Services							
Explore the business case for the further sharing of services and a Chief Executive with Stafford Borough Council	Establish project team, appointment of independent advisor and review models for sharing services		✓			Sharing of Chief Executive commenced 1 June 2021. Project team has been established	✓
	Prepare business case and report for Cabinet			✓		The first meeting of the Shared Services Board has taken place and work is underway on preparing the business case	
	Subject to outcome of the business case and Cabinet approval, develop implementation plan				✓		
3.1.3. Review and Reshaping of Operational Delivery Model							
Develop options for reshaping operational delivery re:							
Customers – to include future Reception Services, the Contact Centre and making more services available on-line which will form the basis for a Customer Engagement Strategy	Produce options paper for future of Reception Services		✓			Work so far has been focussed on trialling the re-opening of the reception at the Civic Offices. Now starting to look ahead at options for the future. Options paper will now go to Leadership Team in Q3.	▲

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
<p>Employees – to include development of business case for increased use of homeworking and flexible working in the future, the infrastructure needed to support this and the implications for office space</p>	<p>Proposal for interim hybrid working arrangement to be developed and agreed with Cabinet</p>		✓			<p>Work is in progress with broad principles for an interim hybrid model discussed and agreed with Leadership Team.</p> <p>Arrangements have been put into place for employees to start to reconnect with their workplace wef 20 September</p>	
	<p>Interim changes to working arrangements and policies to be reviewed and agreed</p>			✓		<p>Have identified the key policies that will need to be reviewed</p>	
	<p>Identify changes that need to be made to improve infrastructure to support remote working</p>		✓			<p>Some preliminary work has been done to identify changes that need to be made. This will be refined and actions determined once the interim hybrid model has been agreed</p>	
	<p>Development of longer term business case for remote working and implications for Civic Offices</p>				✓	<p>A timetable for the work on this has now been developed. Interim model being designed and will be tested from April 2022.</p> <p>The business case for Hybrid working is due to be presented to Leadership Team in November/ December 2022.</p>	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Members – to include the ongoing use of virtual meetings in the longer term and the implications of this	Produce a paper on hybrid and broadcasting meetings, the technology needed, costs and training implications		✓			Report to Cabinet on digitising meetings in July seeks approval to commission further work on broadcasting of meetings and the implications. Report approved by Council on 8 September 2021 and work has commenced on seeking solutions and quotations for digitising Council meetings.	✓
3.1.4. Increase our use of Digital Solutions in Delivering Services							
Establish changes made to working practices brought about by the pandemic and how these can be improved or be extended further	Inform staff of the tools and techniques available to them using our newer systems and software.			✓			N/A
Development of a digital strategy and action plan	Develop a digital strategy made up of – <ul style="list-style-type: none"> • Digital Infrastructure • Digital Workplace • Digital Engagement 				✓	Drafts of the Digital Infrastructure and Digital Engagement (customer) have been written. Digital Workplace needs to reflect the work of the Organisational Recovery Group	✓
Ongoing development of cyber security arrangements utilising Government funding	Establish and 'air gap' backup process.			✓		Technologies to support this are being reviewed.	✓
	Procure the necessary hardware and services to support the new backup system.			✓			

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Procurement and development of customer portal (replacement of current CRM system) to include e-forms package	Determine requirements/ specification for the Customer Portal/Digital Engagement platform.	✓				A number of systems demos have taken place and a specification has been drafted	
	Procurement of new system		✓			Additional demos have been taking place to allow for consideration of linking CRM replacement with replacement of telephony software, website and for back-office usage. Procurement process will now commence in Q3	
	Development of project plan for implementation			✓			
	Implementation and testing				✓		
Procurement of new website software and re-design/review of content	Establish requirement for new website and draft specification		✓			Work has commenced on drafting the requirements for the specification	
	Commence procurement			✓			
	Award contact and commence implementation				✓		
Campaign to encourage the sign up to e-billing for Council Tax and Business Rates	All bills issued to make taxpayers aware of the e-billing facility. All e-forms to incorporate easy sign-up option.	✓	✓	✓	✓	All envelopes issued by the Revenues Team display a large graphic encouraging paperless billing and showing how to access it.	

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
						Council Tax e-forms routinely include a tick-box to request e-bills. More e-forms are being developed.	
	Social media campaign to coincide with Chase Matters distribution and in advance of Annual Billing			✓	✓		
3.1.5. Organisational Development							
No projects planned for 2021/22							
3.1.6. Asset Management and Maintenance							
Develop a new asset management strategy (aligned to the new corporate priorities)	Develop the strategy			✓		Initial preparatory work has been undertaken.	✓
	Present to Cabinet				✓		
Develop a new energy management strategy (aligned to the asset strategy and the costed action plan for climate change)	Develop the strategy				✓	As above.	✓
Develop a new maintenance strategy and plan	Undertake a review of maintenance priorities for 2021/22 and present to Cabinet		✓			Maintenance Plan approved by Cabinet in August 2021.	✓
	Develop a 5-year Maintenance strategy (aligned to the new Asset Management strategy and the costed action plan for climate change)				✓		

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Identify opportunities to enhance, redevelop and transfer the Council's assets (aligned to the asset management strategy)	Review of individual assets to be included as individual projects (on a rolling programme)	✓	✓	✓	✓	This will be an ongoing process. Current priority is to review bridges, followed by Elmore Park public toilets.	✓
Options for Public Toilets at Elmore Park, Rugeley	Undertake a feasibility study, identifying options			✓		Work on specification being undertaken.	✓
	Present outcome of feasibility study to Cabinet setting out options, costs and secure a way forward				✓		
Undertake a review of the bridges and boardwalks across the district	Audit review of bridges & boardwalks	✓				Audit has been completed.	★
	Present outcome of review and options for improvement / investment to Cabinet		✓			Plan to invest in Boardwalks & Bridges approved by Cabinet in August 2021.	

3.2 Being a financially sustainable Council that lives within its means

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
3.2.1. Prudent Financial Management							
Manage the collection of council tax and business rates collection and ensure outstanding debts are chased in accordance with Council policy	Day to day operation of service in accordance with policy.	✓	✓	✓	✓	Bills for 2021/22 have been issued	✓

Item No. 6.49

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
Identify opportunities to apply for grants and submit applications as appropriate	Ongoing review of new funding sources with applications submitted with a sound business case	✓	✓	✓	✓	Application submitted for Levelling Up funding	✓
Set a Medium-Term Financial Strategy (MTFS) to fund Council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves. MTFS to be reviewed annually as part of budget setting process	Medium term financial plan set as part of budget process			✓			N/A
	Review of existing fees/charges			✓			
	Review of income generation opportunities			✓			
	Identify potential Invest to save initiatives			✓			
Lobby for a fairer distribution of Government funding to sustain essential local services	Response to consultation documents on funding and letters to MP's where appropriate	✓	✓	✓	✓	No opportunities identified in quarter 1	N/A

3.3 Consider the impact on the environment in managing our assets and use of resources

Projects	Actions and Milestones	Q1	Q2	Q3	Q4	Progress	Symbol
3.3.1. Environmental Impact							
Undertake an assessment of our current carbon footprint and develop a management plan to inform how our buildings may be most efficiently maintained and reduce our carbon consumption.	Base Information - schedule current energy efficiency levels and energy usage of all corporate buildings		✓	✓	✓	Detail to be developed alongside the development of the new Asset Strategy	✓
	Develop costed proposals for improving the energy efficiency levels of the buildings (to achieve carbon neutrality)				✓	Work on this will commence during Q4 and into 2022-23	
Identify opportunities for funding for green initiatives.	Review opportunities and submit funding bids if they support Asset Strategy and/or Corporate Priorities	✓	✓	✓	✓	Monitoring of funding opportunities on-going	✓

Priority Delivery Plan for 2021-22
Priority 1 – Supporting Economic Recovery

DIRECTION OF TRAVEL INDICATORS

Improved situation	Situation worsened	No change
		
6	0	0

Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
Objective 1.1 - Supporting jobs, enterprise and skills								
Unemployment rate	Q		Aim to keep below WM rate					
• Cannock Chase		5.4%		5%	4.2%			
• West Midlands		7.4%		7 %	6.1%			
Youth unemployment	Q		Aim to reduce gap to reach WM average					
• Cannock Chase		11.2%		10.7 %	7.2%			
• West Midlands		10.3%		9.6%	7.8%			
NVQ 3 attainment rates	A	46.9% Jan 2020- Dec 2020	To increase levels year on year					
NVQ 4 attainment rates	A	28.3% Jan 2020- Dec 2020	To increase levels year on year					

Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
Objective 1.2 - Reshaping our town centres								
Town Centre vacancy rates (measured as % of total units)	Q		Keep vacancy rate under 10%					
Cannock		25.8%		26.6%	21.1%			↑
Hednesford		4.3%		4.3%	3.2%			↑
Rugeley		5.6%		5.6%	4.8%			↑
Combined		n/a		13%	10.4%			↑
Objective 1.3 - Increasing affordable housing								
Number of Affordable Housing units delivered per annum	A	60	231					
Objective 1.4 Well-designed communities								
Housing completions	A	New indicator	*					
Employment land developed	A	New indicator	*					
Neighbourhood Plans adopted	A	New indicator	*					

* New indicator – baseline to be established to set target for next year

PERFORMANCE MEASURES

Summary of Performance as at Q2			
			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
0	2	1	0

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Objective 1.1 - Supporting jobs, enterprise and skills								
Number of businesses supported	A	60 for each LEP	n/a					
Number of enrolments on Digital Academy and Engineering Academy at Cannock Campus of South Staffordshire College	A	New indicator for 21-22	*					
Objective 1.2 - Reshaping our town centres								
Number of residential units consented / completed in Town Centre	A	New indicator for 21-22	*					
Commercial and non-retail floorspace consented / completed	A	New indicator for 21-22	*					

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Objective 1.3 - Increasing affordable housing								
Number of Council homes delivered	Q	0	22	4	8			
Objective 1.4 Well-designed communities								
Amount of CIL funds secured	Q	£461k	N/a	£37k	£90k			n/a
Amount of S106 funds secured	Q	£191k	N/a	£621k	£0			n/a
Major Planning Applications determined within time	Q	100%	> 60% within 13 weeks	50%	100% Within 13 weeks			
Number of Major Planning Applications	Q	n/a	n/a	2	3			n/a
Non-major Planning Applications determined within time	Q	75%	> 70% within 8 weeks	62%	75%			
Number of Non-Major Planning applications	Q	n/a	n/a	98	88			n/a
Number of Planning Applications	Q	n/a	n/a	107	114			n/a
Number of Enforcement Cases	Q	n/a	n/a	56	52 (new cases)			n/a

*New indicator – baseline to be established this year on which to base target for future years

Priority Delivery Plan for 2021-22
Priority 2 – Supporting Health & Wellbeing

DIRECTION OF TRAVEL INDICATORS

Improved situation	Situation worsened	No change
		
0	0	1

Direction of Travel Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Trend
Objective 2.1 - Providing opportunities for healthy and active lifestyles (Sports England Indicators)								
Increase in physical activity in adults (%)	A	-1.7%	n/a					
Reduction in inactivity levels (%)	A	-1.9%	n/a					
Objective 2.2 Supporting Vulnerable Residents								
Number of households where homelessness was prevented	Q	355	360	90	89			

PERFORMANCE MEASURES

Summary of Performance as at Q2			
			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
2	2	2	2

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Objective 2.1 - Providing opportunities for healthy and active lifestyles								
Number of visits to leisure centres	Q	104,349	430,000	77,984	85,245			
Number of memberships	Q	4,755	6,000	4,713	4,325			
Uptake on GP referrals	Q	698 (2019/20) Suspended 2020/21	600	61	157			
Number of leisure concessions	A	1,991	1,500	1,989	2,029			
Objective 2.2 Supporting Vulnerable Residents								
Council Housing Disabled Facilities Work:								
• Number of referrals	Q	114	n/a	39				N/A
• Number of completions		115	n/a	36				N/A

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Private Housing Disabled Facilities Grants (DFGs) <ul style="list-style-type: none"> Number of applications Number of completions 	Q	48 39	n/a n/a	21 5	13 7			N/A N/A
Rough Sleeping and Homelessness Pathway (Housing First) Project – continued provision to Project provider (5 flats)	Q	4	5	4	5			✓
Time taken to process new benefit claims (days)	Q	69.5	20	15.9	13.8			★
Time taken to process change in circumstances (days)	Q	7.8	10	3.9	2.6			★
Objective 2.3 - Creating a greener, sustainable community and environment								
Retention of six Green Flag Awards	A	6	6					Still unknown
Recycling rate	Q	43.4%	50%	47%	47% (est)			▲
Residual Waste per household (kgs)	Q	526	n/a	125	128			n/a
Fly-tipping incidents	Q	565	n/a	114	103			n/a
Reduction in number of reports of waste and environmental crimes	Q	712	n/a	83	72			n/a

Comments on Performance Significantly Below Target:

The number of visits, memberships and uptake on GP referrals are below target due to the impact of the pandemic and national restrictions on the delivery of leisure activities.

Priority 3 – Financially Resilient Council

PERFORMANCE MEASURES

Summary of Performance as at Q1			
			
Target Exceeded	Target Achieved	Performance Slightly Below Target	Performance Significantly Below Target
1	0	0	4

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
Objective 3.1 To make the best use of limited resources – managing our people, money and assets								
Total Number of Stage 1 Complaints	Q	29	n/a	9	11			N/A
Total Number of Stage 2 Complaints	Q	4	n/a	6	5			N/A
% of invoices paid within 30 days	Q			* Data not currently available				N/A
No of incoming calls received	Q	91,623 (22,905 per qtr)	n/a	22,917	22,718			
No of calls answered	Q	83,691 (20,923 per qtr)	n/a	19,568	18,873			

Performance Indicator	Reporting Frequency (Q or A)	Last year's outturn	Target	Q1	Q2	Q3	Q4	Target Achieved?
% of calls answered	Q	91%	94%	85%	83%			
Average Call Wait Time	Q	1.41	2.00	3.06	4.04			
Number of on-line forms completed	Q	707 per quarter	700	728	793			
Number of Council Tax payers receiving e-bills	Q	Baseline March 2020 = 2085	New	5748	5889			N/A
Number of Business Rate payers receiving e-bills	Q	Baseline March 2020 = 275	New	1627	1664			N/A
Objective 3.2 Being a financially sustainable Council that lives within its means								
% of council tax collected annually	Q	96%	98%	28%	54.6%			
% National non-domestic rates (NNDR) collected	Q	96.3%	98%	26.2%	47.8%			
Total income from service fees and charges	Q	New measure		*Data not currently available	*Data not currently available			N/A
Value of successful grant applications secured for the District	Q	New measure		*Data not currently available	*Data not currently available			N/A
Amount of external funding secured to support the delivery of projects and programmes	Q	New measure		*Data not currently available	*Data not currently available			N/A

*Due to the closedown of the accounts and the implementation of a new financial system, the financial information for quarters 1 and 2 is not currently available. It is anticipated however, that the information will be available in quarter 3.

Comments on Performance Significantly Below Target:

Telephone Calls to the Contact Centre:

The Contact Centre Team have continued to experience issues throughout the second quarter in transferring calls to services and this has resulted in more “Callback” requests being created which has extended the interaction times. This in turn impacts on the call waiting time and a reduction in the number of calls answered. The lack of availability of staff in the service teams has increased over the summer due to employees taking leave. The problems in transferring calls relates in part to problems with the technology used which does not support effective remote working and the Technology Team are exploring alternative software solutions to improve remote call handling.

Council Tax Collection Rates:

At the end of quarter 2, performance this year is marginally better than at the same point last year (54.6% compared to 54.5%) but is below pre-covid collection rate of 55.1% in 2019-20. Given the withdrawal of covid additions to benefits, this slight increase in performance is encouraging.

Business Rates Collection Rates:

Performance this year is worse than at the end of Q2 last year (47.8% compared to 49.6%) and is notably down on the collection rate pre-covid of 54.8% in 2019-20. The decline in performance reflects the impact of Covid and the withdrawal of reliefs and grants available last year.

Report of:	Head of Governance & Corporate Services
Contact Officer:	Stephen Baddeley
Contact Number:	01543 464415
Portfolio Leader:	Innovation & High Streets
Key Decision:	No
Report Track:	Cabinet: 11/11/21 Audit & Governance Cttee: 25/11/21

**Cabinet
11 November 2021
Strategic Risk Register**

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 30th September 2021.

2 Recommendation(s)

- 2.1 That Cabinet approves the Strategic Risk Register and considers the progress made in the identification and management of the strategic risks.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 All strategic risks and associated action plans have been reviewed and the Council's risk profile is summarised in the table below:

Risk Status	Number of Risks at 1st April 2021	Number of Risks at 30th September 2021
Red (High)	4	4
Amber (Medium)	3	3
Green (Low)	0	0
TOTAL	7	7

Reasons for Recommendations

3.2 Cabinet are required to approve the Strategic Risk Register.

4 Relationship to Corporate Priorities

4.1 This report supports the Council's Corporate Priorities as follows:

- (i) Risk management is a systematic process by which key business risks / opportunities are identified, prioritised and controlled so as to contribute towards the achievement of the Council's aims and objectives.
- (ii) The strategic risks set out in the Appendices have been categorised against the Council's priorities.

5 Report Detail

5.1 The Accounts & Audit Regulations 2015 state that:

"A relevant body must ensure that it has a sound system of internal control which:-

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- (b) ensures that the financial and operational management of the authority is effective; and
- (c) includes effective arrangements for the management of risk."

5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

Management of Strategic Risks / Opportunities

5.3 Central to the risk management process is the identification, prioritisation and management of strategic risks / opportunities. Strategic Risks are those that could have a significant impact on the Council's ability to deliver its Corporate Priorities and Objectives.

5.4 The risk register has been updated as at 30th September 2021 and a summary is attached as **Appendix 1**. The 1st of April 2021 review had aligned the risks to the new Corporate Plan priorities and the position at 30th September has also been updated to allocate risks to the revised portfolios. The mid-year review is a chance to update the risk register with progress made in delivering the agreed actions as well as a chance to reflect changes in the risks or risk scores and where necessary add in new actions.

- 5.5 The risk summary illustrates the risks / opportunities using the “traffic light” method i.e.
- Red** risk score 12 and above (action plan required to reduce risk and/or regular monitoring)
- Amber** risk score 5 to 10 (action plan required to reduce risk)
- Green** risk score below 5 (risk tolerable, no action plan required)
- 5.6 There has been no change in the number of strategic risks; there are 7 strategic risks of which 4 have been scored as high and 3 as medium.
- 5.7 Risk C2 “The economy of the District is adversely impacted” has decreased from a 20 Red to a 12 Red primarily due to signs that the District’s economy is starting to recover from the impact of the pandemic as indicated by unemployment rates falling and the number of job vacancies increasing. However, there are still risks due to the fuel shortages, logistical issues due to HGV Driver shortages and increasing costs of energy which may have an impact on the economy of the District.
- 5.8 Risk C4 “The Council’s key contractors remain sustainable and continue to provide value for money” has increased back to a 20 Red after dropping to a 15 Red in the April review. This change is primarily due to the uncertainties over the future arrangements of the Waste Contract and tight time scales a market testing exercise is required. In addition, there is a significant uncertainty created by issues such as the current HGV Driver shortage, fuel access issues and the full impact relating to the implementation of the Government’s Waste Resources Strategy.
- 5.9 The detailed action plans for each risk are set out in the full strategic risk register attached at **Appendix 2**. This includes a progress update. The action plans are closely aligned to the Council’s Recovery plans and will be kept under review.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

The Risk Management implications are included within the body of the report and appendices.

6.5 **Equality & Diversity**

None

6.6 **Climate Change**

None

7 Appendices to the Report

Appendix 1 – Summary of Strategic Risks – 30th September 2020

Appendix 2 – Strategic Risk Register – 30th September 2021

Previous Consideration

None

Background Papers

File of papers kept in the Chief Internal Auditor & Risk Manager's office.

Cannock Chase Council

Summary of Strategic Risk Register as at 30 September 2021

Risk No	Potential Risks	Risk Owner	Date Added to Register	Residual Risk Score at April 2021	Residual Risk Score at September 2021	Direction of Travel over period reported
---------	-----------------	------------	------------------------	-----------------------------------	---------------------------------------	--

Red Risks

C1	The Council's financial stability is adversely affected in the short and medium term	Head of Finance	May 2020	12 Red	12 Red	↔
C2	The economy of the District is adversely impacted	Head of Economic Prosperity	May 2020	20 Red	12 Red	↓
C4	The Council's key contractors remain sustainable and continue to provide value for money	Head of Environment & Healthy Lifestyles	May 2020	15 Red	20 Red	↑
C5	The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services, key projects and support work on recovery	Managing Director	May 2020	20 Red	20 Red	↔

Amber Risks

C7	Failure to put in place safe working practices and social distancing measures to protect employees and the public	Head of Governance & Corporate Services	May 2020	10 Amber	10 Amber	↔
C3	Failure to work in partnership to sustain support to vulnerable residents' post Covid-19	Head of Housing & Partnerships	May 2020	9 Amber	9 Amber	↔
C6	Failure to repel or recover from a Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks. The move to home working has increased the vulnerability to malware issues.	Head of Technology	May 2020	9 Amber	9 Amber	↔

Key to Direction of Travel



Risk has decreased



Risk level unchanged



Risk has increased

Cannock Chase District Council – Strategic Risk Register as at 30th September 2021

Ref No: C1	Risk: The Council's financial stability is adversely affected in the short and medium term		
Risk Owner: Head of Finance		Portfolio: The Leader	
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Unable to provide desired levels of service • Town Centre redevelopment proposals are impacted • Council size becomes too small to sustain a viable organisation 			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e., with controls)	Likelihood: 4	Impact: 3	Total Score: 12 – Red
<p>Controls in Place</p> <ul style="list-style-type: none"> • Medium term financial plan in place • Annual Financial Plan and Medium-Term Financial Strategy to 2023/24 in place • The Revenue Budget for 2021/22 is balanced with a potential deficit of £1,359,000 for 2022/23 if a new regime is implemented • Working Balances maintained • Comprehensive Service Review being undertaken to re-align resources to Corporate Plan • Corporate Budget Monitoring • Evaluation of consultations on changes to government funding regimes 			

Actions Planned	Timescale/ Person Responsible	Progress / Comments
Monitor Financial Impact of COVID-19	Head of Finance	Monthly monitoring in place
Update Financial Plan in relation to the deferment of 75% Business Rates Retention and Fair Funding by a year	Head of Finance	Scenarios developed reflecting potential treatment of growth and levy Details awaited of new timescale for implementation
Refresh Medium Term Financial Plan based upon alternative scenarios of short /medium- and long-term impact of in relation to external funding sources	Head of Finance	Ongoing Financial Plan approved by Cabinet 12 th November 2020 New Financial Plan to be completed in 2021/22
Lobby Ministry of Housing, Communities and Local Government (MHCLG) via MP/ District Councils Network (DCN) and Local Government Association (LGA) re financial impact of COVID 19 on CCDC	Chief Executive / Head of Finance	Ongoing contact with M.P.s, DCN, West Midland Chief Executives, LGA and directly with ministers.
Determine feasibility of extending Business Rates Pool into 2021/22 Monitor impact of COVID-2019 on pool by authority on a month-by-month basis Liaise with Staffordshire & Stoke-on-Trent Business Rate Pool Members re options to maintain viable pool for 2021/2022 Prepare options report to Leaders and Chief Executives	Head of Finance	Pool Established for 2021/22
Determine impact of Government proposals for key funding regime changes for 2022/23	Head of Finance	Ongoing

Actions Planned	Timescale/ Person Responsible	Progress / Comments
Programme of service reviews to be undertaken to ensure that resources are aligned to the Council's priorities and are operating as efficiently as they can be	Chief Executive / Head of Finance	To form part of 2022-23 Budget Process

Overall Progress Summary:

Monitoring of the Financial impact of Covid -19 is ongoing. The estimated impact of the pandemic has been reflected in the Medium-Term Budget as approved by Council with a balanced budget in place for 2021-22.

The medium-term financial stability of the Council is however dependent upon changes arising from the future funding regime for local government. Details in relation to the implementation of 75% Business Rates Retention and Fair Funding and Business Rates Reset are still awaited

A consultation document in relation to the Future of New Homes Bonus, beginning in 2022/23, was published on the 21 February 2021 (a response from the Council was submitted in advance of the closing date of 7 April 2021)

The Council is still awaiting details of the financial Settlement for 2022-23 to be provided by Central Government.

Ref No: C2	Risk: The economy of the District is adversely impacted		
Risk Owner: Head of Economic Prosperity	Portfolio: District Development		
Consequences Of Risk:			
<ul style="list-style-type: none"> • Increase in numbers of resident unemployed and economically inactive • Business failures and associated job losses • Reduced growth and prosperity for local residents • Decline of town centres / impact on major redevelopment proposals • NNDR / Council Tax Income does not grow 			
Links To Priorities:			
<ul style="list-style-type: none"> • Supporting Economic Recovery 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e., with controls)	Likelihood: 4	Impact: 3	Total Score: 12 – Red
Controls in Place			
<ul style="list-style-type: none"> • Economic Prosperity Strategy refresh • Development of an Investment Plan to identify long term project pipeline • Cannock Town Centre Development Prospectus • Funding bid to the Government’s Levelling Up Fund for Cannock Town Centre • The Local Plan Review to identify future development opportunities • Proactive work with Greater Birmingham and Solihull (GBSLEP) and Stoke-on-Trent and Staffordshire (SSLEP) Local Enterprise Partnerships / West Midlands Combined Authority (WMCA) • Business Relationships work/promoting the District via the Economic Development function 			

Actions Planned	Timescale / Person Responsible	Progress / Comments
<p>Business support</p> <ul style="list-style-type: none"> Local implementation of national support measures: business rates holidays, Retail & Hospitality Grants, Small Business Grants, Discretionary Grants. 	<p>Head of Finance / Head of Economic Prosperity</p>	<p>Significant progress has been made in distributing business support grants.</p> <p>The Council has fully allocated its £2.9m Additional Restrictions Grant allocation and has been awarded 'top-up' funding of £635k. A new ARG Policy is currently being developed and will target businesses that can demonstrate that Covid restrictions have adversely impacted on their business.</p>
<ul style="list-style-type: none"> Encourage new inward investment and local business growth working in partnership with LEPs, Growth Hubs and County Council. 	<p>Head of Economic Prosperity</p>	<p>The Economic Development team continues to work pro-actively to promote the District and provide information on available employment sites to prospective investors and expanding local companies.</p>
<p>Refresh the Economic Prosperity Strategy to take account of changing economic environment</p>	<p>Head of Economic Prosperity</p>	<p>Impact of economic recession is currently being monitored by the Economic Recovery subgroup. Furlough scheme ended on 30th September and early signs are that the District's unemployment rate is beginning to decrease.</p> <p>Economic Prosperity Strategy refresh will set out the Council's plan to tackle the increase in unemployment and create a pipeline of new job opportunities. Work has started on the refresh but timescale with consultancy support to be procured to assist with facilitation of workshops with members to review the vision, priorities and action plan.</p>
<p>Revisit regeneration proposals for Cannock Town Centre in light of change to economic climate and reduced investor/developer confidence.</p>	<p>Head of Economic Prosperity</p>	<p>The Council submitted a bid for £20m to the Government's Levelling Up Fund for Cannock Town Centre in June 2021. A decision is expected during autumn 2021.</p> <p>Officers are currently progressing technical work to examine feasibility of demolition of MSCP. Business case to be prepared and presented to Cabinet during late 2021 depending on the timing of the Levelling Up Bid announcement.</p>

Actions Planned	Timescale / Person Responsible	Progress / Comments
		Avon Road Car park – Cabinet have approved disposal of the site – terms currently being agreed.
Pro-actively work with WMCA, GBSLEP, SSLEP to promote the District and identify opportunities for growth during recovery phase	Head of Economic Prosperity	<p>The Council continues to actively participate in the GBSLEP and SSLEP and Combined Authority and both organisations are leading on the region’s response to economic recovery. A nationwide review of LEPs is currently being undertaken which may affect the Council’s membership of both LEPs going forward.</p> <p>Work to develop an Investment Plan to identify a future list of priority projects is to be commissioned by officers.</p> <p>South Staffordshire College has secured £550k of funding from SSLEP to develop a Digital Skills Academy as part of £23m SSLEP allocation from MHCLG Getting Building Fund. The Digital Skills Academy opened on 20th September 2021.</p>
Revised Local Plan to be produced and delivered	Head of Economic Prosperity	<p>Local Plan Review underway with a new Local Development Scheme approved by Council.</p> <p>The next stage of the Local Plan i.e., the Pre-submission version of the Plan is due to be presented to Cabinet in early 2021 to enable the Council to go out to consultation.</p>

Overall Progress Summary:

The District’s economy has been impacted by the COVID-19 pandemic and restrictions but there are early signs that the economy is recovering with unemployment rates starting to decrease and a large number of job vacancies available. However, there is on-going economic uncertainty due to the current fuel shortages, energy supply issues and supply chain issues affecting the food and drink and logistics industries. These may have an impact on the local economy and will be kept under review.

The Council needs to refresh its Economic Prosperity Strategy to set out how the Council can support the economy, create new job opportunities, help businesses to survive and to support new businesses to start-up. Major investments such as the McArthur Glen Designer Outlet and Rugeley Power Station continue to be absolutely critical in supporting the prosperity and growth of the District.

Ref No: C3	Risk: Failure to work in partnership to sustain support to vulnerable residents' post Covid-19		
Risk Owner: Head of Housing & Partnerships	Portfolio: Neighbourhood Safety & Partnerships		
<p>Consequences Of Risk: Vulnerable people at risk of not receiving help and support therefore increasing issues such as:</p> <ul style="list-style-type: none"> • Rough Sleepers displaced • Increased Reliance on Food Banks • Distribution of emergency food supplies • Increased Social Isolation • Increased number of Safeguarding Referrals • Increases in criminality – distraction burglary; cybercrime; county lines etc. • Increased incidents of anti-social behaviour • Increased number of Domestic Abuse Incidents • Community Unrest & Tensions 			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> • Supporting Health & Wellbeing 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e., with controls)	Likelihood: 3	Impact: 3	Total Score: 9 – Amber
<p>Controls in Place</p> <ul style="list-style-type: none"> • Community Vulnerability Hub Established • Weekly Community Safety Hub • Housing First Project with Spring Housing • Frequent Meetings with Food Banks & Voluntary Sector • Centralised Emergency Food Supply • Daily management of safeguarding referrals for both adults and children • Weekly multi agency Community Safety Hub meetings – proactive problem solving • Weekly threat and risk Community Safety and Police meeting – managing threat and risk to district (people / place / Covid–19 breaches) • Development of a weekly MARAC (Multi Agency Risk Assessment Conference) regarding high-risk Domestic Violence cases • Community Wellbeing Partnership in place that can escalate any issues to Local Strategic Partnership • Commissioned services in place to support with mental health and substance misuse, antisocial behaviour, and domestic abuse. • Representation at County, Regional and National level multi-agency partnership meetings • Evictions currently suspended but due to recommence from 1st October 2021 			

Actions Planned	Timescale / Person Responsible	Progress / Comments
<p>Group being set up to support the Community Recovery work stream – this will look at:</p> <ul style="list-style-type: none"> • Lessons learnt • How the level of support can be sustained going forward • Planning for the future and development of an action plan 	<p>Completed</p> <p>Head of Housing & Partnerships</p>	<p>Lessons Learnt Report Completed</p> <p>Chase Coronavirus Support Network (CCSN) have confirmed that the Group is no longer active and will be working in a signposting capacity. CCDC has taken on the role of Anchor Organisation across the District.</p>
<p>Extend commissioned services that provide lower-level support to individuals experiencing drugs and alcohol use and mental health; outreach support for anti-social behaviour; and sanctuary provision for domestic abuse</p>	<p>Head of Housing & Partnerships</p>	<p>Human Kind Charity – Drug & Alcohol Support - Commissioned by Staffordshire County Council (SCC)</p> <p>Exploring options to fund a Specialist Mental Health Worker (Housing Options Funding) to support Spring Housing First Project</p> <p>Working with Midlands Partnership Foundation Trust (MPFT) to transform Mental Health Services. Proposals to embed an additional Housing Liaison/Support Worker within MPFT.</p>
<p>Housing 1st Project – Secure permanent accommodation for the Rough Sleepers</p>	<p>Strategic Housing Manager</p>	<p>2-year contract initially awarded to Spring Housing under Rough Sleepers Pathway Project in partnership with Lichfield DC – Contract extended for additional 12-months with option available to extend for further 12-month period to continue to provide a rough sleeping outreach service and housing first accommodation and support for entrenched (complex needs) rough sleepers.</p> <p>Additional bids for grant funding for a Substance Abuse Worker and Mental Health Worker have been successful.</p> <p>5 rough sleepers rehoused and supported in the HRA flats provided to Spring Housing under a management agreement.</p> <p>Other long-term accommodation secured for a further 2 Rough Sleepers.</p>

Actions Planned	Timescale / Person Responsible	Progress / Comments
		<p>Application for Next Steps Accommodation Programme Funding Bid for £115k (match funded) for purchase and letting of 2 additional flats. Purchase of 2 flats completed and 2 rough sleepers rehoused and receiving support.</p> <p>Application to 21/22 RSAP considered but no projects suitable for submission.</p>
Additional support to Private Rented Sector to mitigate impact of the ending of the suspension of evictions	Strategic Housing Manager	<p>Additional support to private rented tenants to be provided by a Tenancy Support Worker within the Housing Options Team funded by Homelessness grants. Post to be advertised in Q3.</p> <p>Working in partnership with Lichfield DC and Tamworth BC a new service “Call Before You Serve” to be provided aimed at preventing avoidable evictions or where unavoidable to mitigate the impact of homelessness. New service will provide support, advice and assistance for private rented sector landlords considering taking action to end a tenancy.</p>
To maximise the benefit of any legacy from the increase in voluntary activity in the local community	Head of Housing & Partnerships	<p>On-going meetings scheduled – work with Support Staffordshire on social prescribing</p> <p>Cabinet has approved funding for Support Staffordshire to engage with the Voluntary Sector – project started 01.12.2020</p> <p>Further Cabinet Report (November 2021) to extend the funding proposal to July 2022.</p> <p>Support Directories Produced by Support Staffordshire and Rugeley Community Church.</p>
Work in conjunction with Inspiring Healthy Lifestyles to support individuals and communities to mitigate the impact of Covid-19 on health and well being	Head of Environment & Healthy Lifestyles	<p>On-going – family activity packs have been delivered to households</p> <p>Voluntary Groups – Summer Recess</p> <p>SPACE Project given go-ahead</p>

Actions Planned	Timescale / Person Responsible	Progress / Comments
Establishing a strong link with the Community Vulnerability Hub	Complete (Partnerships, Community Safety & CCTV Manager)	This has been adopted as part of daily business.

Overall Progress Summary:

There are 2-3 rough sleepers in the district whom Spring Housing are working with them to source permanent accommodation. Housing First project partnership working with MPFT to fill the Mental Health Worker role.

Eviction suspension now lifted although many Assured Shorthold Tenants are on extended notices cases in Court and eviction warrants are increasing. Housing Options Team to recruit a new post, Tenancy Support Worker and commission a new service 'Call Before You Serve' to mitigate the impact on homelessness from the ending of the eviction suspension.

In order to assist residents with on-line shopping the County Council have made available 7 tablets that can be gifted to residents on a first come basis. The tablets have been allocated to the voluntary sector groups who have been working with the Council to provide support to vulnerable residents.

Meetings with the Voluntary Sector are continuing. The County Council have only referred around 5 to 6 families for support over the last 3 months. The Council continues to receive an allocation of £3,000 per month from the County to provide on-going support to individuals and families who are self-isolating.

Ref No: C4	Risk: The Council's key contractors remain sustainable and continue to provide value for money		
Risk Owner: Head of Environment & Healthy Lifestyles	Portfolio: Housing Heritage & Leisure and Environment & Climate Change		
Consequences Of Risk:			
<ul style="list-style-type: none"> • Potential for an individual contract failure resulting in a service not being delivered • Reputational damage and complaints • Financial loss 			
Links To Priorities:			
<ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e., with controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Controls in Place			
<ul style="list-style-type: none"> • Regular contact and performance management meetings with key personnel for each contractor • Robust contract management • Any key issues are discussed with Leadership Team and Members as appropriate • Discussions with other authorities who have the same or similar contracts • Appointment of Leisure, Culture & Commonwealth Games Officer on two-year fixed term contract to 2022-2023 to support the service and manage relationships with IHL (Inspiring Healthy Lifestyles) 			

Actions Planned	Timescale / Person Responsible	Progress / Comments
Service delivery of key contracts is being monitored and managed	Ongoing during response and recovery as required Head of Environment & Healthy Lifestyles Leisure, Culture & Commonwealth Games Officer	Regular contact is being maintained with contractors to resolve any issues
Financial assistance to be provided where appropriate to support key contractors (IHL)	Ongoing during response and recovery as required Head of Finance Head of Environment & Healthy Lifestyles	The withdrawal of Wigan Metropolitan Borough council (WMBC) and the uncertainty with Selby District Council, (SDC) and their contractual relationship with IHL have had a continuing impact on the viability and financial risk on the operator IHL. A formal Deed of Variation, (DoV) has been drafted and has been executed between IHL and Cannock and IHL and SDC to put in place a mechanism for 'open book' accounting and continuous monitoring of the financial performance and viability of IHL in line with the report to Cabinet on Some of the uncertainty in relation to the contractual relationship between IHL and SDC that continues to have an adverse impact on Cannock Chase DC seems to have reduce for the time being, however, the contractual relationship still remains a concern.
Contact with other Councils, Local Government Association and Sport England	Ongoing during response and recovery as required Heads of Service Contracts and Procurement Manager	The Council has had ongoing contact with other Council's operating similar contracts and Sport England to try and ensure the ongoing viability of its leisure operations. The Council have been actively engaged with the Staffordshire Leisure Officers Group, (PALS) to share experience, knowledge and learning in relation to the impact of the pandemic on Leisure and Culture Services.

Actions Planned	Timescale / Person Responsible	Progress / Comments
Lobbying of Ministry of Housing, Communities and Local Government (MHCLG) via Members of Parliament, District Council Network and Local Government Association re financial impact of COVID 19 on CCDC	Ongoing during response and recovery as required Chief Executive Head of Finance	Information provided regarding the financial impact of COVID-19 on contracted services Managing Director and Head of Finance are continuing to lobby local MP. Letter to MP 16 th October 2020 and further contact made on 10 th November 2020. CCC has received a response from Central Government in relation to the above which detailed the steps that had been taken by them since the start of the pandemic, all of which the Council was aware of and had actioned to date.
Monitoring Government guidance on COVID-19 on services that can be delivered as lockdown is eased	Heads of Service Service Managers Contracts and Procurement Manager	All facilities reopened over the summer of 21. Visits are still lower than pre-pandemic, which is impacting upon income, as it is widely across the industry.
Change to dry recycling collection service from April 2022	Head of Environment & Healthy Lifestyles	The decision was taken by CCC to move to a dual stream collection service for residents dry mixed recycling following market testing to improve quality and the cost of continuing to dual stream co-mingled material.
Waste and Recycling Collection Contract (End of first 7-year term (2023))	Waste and Engineering Services Manager	The service change will come into effect from April 2022. Currently officers are procuring new containers (bags) for that service to a very tight deadline. The Council's waste and recycling collection contractor is in the process of procuring different vehicles to accommodate the change of service from what is a limited market. The Council's waste and recycling collection contract ends its first 7-year term in March 2023. The Council has a limited number of options

Actions Planned	Timescale / Person Responsible	Progress / Comments
		available. Due to the requirement of a 6-month lead in for any new contractor to take over the service and full market testing would have to be undertaken within a very short time frame. The markets and conditions are currently not considered to be at their optimum to undertake full market testing due to the HGV driver shortage and the position in relation to the final announcement in regard to HM Government's Waste and Resources Strategy 2018.

Overall Progress Summary:

Regular contact is being maintained with the Council's key contractors.

Progress has been made with the safe re-opening of the key leisure facilities. However, this recovery and the risk of future sustainability has been impacted by the 2nd and third lockdowns, resulting in a reassessment of the risk score. This risk is partially mitigated through receipt of £210k and the finalisation of the proposed Deed of Variation.

In respect of the Waste Contract all services are being provided and discussions are ongoing with the Regional and Local Contract Managers to monitor and resolve any local issues around contaminated waste levels etc. Soft market testing has been undertaken with other Staffordshire Councils in respect of waste recycling contracts. The waste recycling tenders for the Councils dry mixed recycling have been received and evaluated and the options around service continuation are being reviewed and due to be reported to Cabinet in Q1 2021-22. The decision was taken to move to the collection of dual stream dry recycling material from April 2022 across the district, due to quality requirement and increased costs associated with continuing to co-mingle. In relation to the waste and recycling collection contract time frames for full market testing are considered very tight and there remains uncertainty in relation to risk of impact of risk and costs, for example the nationwide HGV driver shortage and fuel. In addition the full extent and requirement of HM Government's Waste and Resources Strategy 2018 is still not understood.

Ref No: C5	Risk: The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services, new Covid19 Government policies, key projects and support work on recovery		
Risk Owner: Chief Executive	Portfolio: The Leader		
Consequences Of Risk: <ul style="list-style-type: none"> • The Council's response during a declared Major Incident is not effective. • Services and projects are not delivered and this impacts on residents / the public. • The requirements of any new Covid19 related Government policies not implemented effectively. • Employees' wellbeing affected, increase in absence due to stress 			
Links To Priorities: <ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e., with controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Controls in Place <ul style="list-style-type: none"> • Regular assessment of implications of Government / MHCLG Covid19 related policy announcements as set out in Coronavirus Bulletins and Ministerial Letters for action. • Additional funding secured for Covid19 related policies e.g., Test and Trace, resettling rough sleepers etc. • Suspension of lower priority activities, meetings and projects. • Management capacity issues are monitored by Leadership Team; officer time reallocated to more important duties as required e.g., Vulnerability Hub. Day to day operational capacity issues addressed by managers e.g., sickness absence. • Regular monitoring of priorities • Provision of support to employees especially as majority remain working remotely. 			

Actions Planned	Timescale / Person Responsible	Progress / Comments
Regular assessment of implications of Government / MHCLG Covid19 related policy announcements as set out in Coronavirus Bulletins and Ministerial Letters for action	Leadership Team	This is an ongoing activity
Review of existing priorities and PDPs in light of Recovery Planning work	Leadership Team / Cabinet	<p>The PDPs for 2020/21 have been reviewed and revised PDPs approved by Council.</p> <p>A review of Corporate Priorities has been completed and a new Corporate Plan produced for 2021-24 which takes into account ongoing recovery work.</p> <p>Completed</p>
Review of essential services and operational work plans to re-prioritise work	Heads of Service	<p>The majority of services are operating normally, though some have backlogs to clear.</p> <p>Completed</p>
Where necessary, considering whether resources from other parts of the Council can be transferred for a period.	Leadership Team	Ongoing operational decisions
Management review	Chief Executive	<p>The Council has approved the appointment of the Chief Executive of Stafford Borough Council as joint Chief Executive for 14 months pending the development of a business case for longer term sharing between the two Councils. As part of this work, there will be a review of the management structure. Two vacant Head of Service posts have been filled on an interim basis with internal candidates with some associated back-filling of their substantive posts. A Deputy Chief Executive has also been appointed for each Council to assist the Chief Executive.</p>

Overall Progress Summary:

The majority of services are now operating normally, though some have backlogs to clear. Work from the response and recovery phases continues to have an ongoing impact on officer capacity, with considerable pressure on key service areas. Officer capacity continues to be reviewed and work prioritised. Going forward, the management structure will be reviewed as part of the development of a business case for further sharing of services and a Chief Executive with Stafford Borough Council. The current arrangements have seen some temporary changes to allow the vacant Head of Service posts to be covered but the overall management resources of the Council have not changed significantly.

Ref No: C6	Risk: Failure to repel or recover from a Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks. The move to home working has increased the vulnerability to malware issues.		
Risk Owner: Head of Technology	Portfolio: Innovation & High Streets		
Consequences Of Risk: <ul style="list-style-type: none"> • Data, Systems and Applications inaccessible • Inability to deliver Council services • Cybercrime/ Fraud/ Ransom demands/ Financial harm • Reputational damage locally and nationally • Data Loss & breach of Data Protection Act (DPA) • Financial Loss 			
Links To Priorities: <ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e., with controls)	Likelihood: 3	Impact: 3	Total Score: 9 – Amber
Controls in Place <ul style="list-style-type: none"> • Information Risk Management Regime – Assess the risks to our information assets, effective governance structure, Leadership Team engagement with cyber risk, produce supporting information management policies. • Secure configuration – Corporate policies and processes to develop secure baseline builds • Network Security – Protection and secured perimeter of external security threats and untrusted networks • Managing user privileges – All users of ICT systems provided with privileges suitable for their role • User education and awareness – Security policies that describe acceptable and secure use of ICT assets • Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur • Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media and personally owned devices) • Monitoring – Established monitoring taking into account previous security incidents and attacks. Annual IT Health Check and penetration testing conducted by a Council of Registered Ethical Security Tester (CREST)/Communications-Electronics Security Group (CESEG) Listed Advisor Scheme (CLAS) - accredited Government Communication Headquarters (GCHQ) approved consultants. • Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information • Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies 			

Actions Planned	Timescale / Person Responsible	Progress / Comments
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing / Head of Technology	Policies under review.
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing / Head of Technology	Annual Health check completed in August 2020. Reviewed by the cabinet office. This was slightly delayed due to their capacity issues. Follow-up check is planned for February 2022. A similar review is underway to attain the Cyber Essentials Plus security level.
Application Security Assessment and Remediation action taken	Annually Head of Technology	The health check and Cyber Essentials Plus will produce an action plan to feed into this.
Limit the access to critical systems and data by non-corporate devices.	September 2021 Head of Technology	During 2020 we were able to increase the number of corporate laptops that access the internal systems. Almost all access by officer is now through a corporate laptop which increases the overall security.
Exploring options to improve security for sharing information with external partners	Ongoing / Head of Technology	Further use of Teams to provide secure access to data for our partners.
The move to home working has increased the vulnerability to malware issues. The use of cloud technology has reduced the likelihood due to the data being segregated across systems and devices.	Ongoing / Head of Technology	Email mailboxes are now held in the cloud. Data files will also be moved during 2021/22
Require one-time passwords for all email connections.	Systems Manager	Partially complete

Overall Progress Summary:

Work has been completed and further actions are in progress. However, the environment means that new risks and challenges are always developing, and attacks are becoming more sophisticated.

Ref No: C7	Risk: Failure to ensure that there are adequate safe working practices and social distancing measures in place to protect employees and the public		
Risk Owner: Head of Governance & Corporate Services	Portfolio: Innovation & High Streets		
Consequences Of Risk: <ul style="list-style-type: none"> • Failure to meet health and safety standards could lead to prosecution. • Unable to restore some services. • Risk of infection to employees, partners/contractors in the workplace and the public • Employees refuse to return to work 			
Links To Priorities: <ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (i.e., without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e., with controls)	Likelihood: 2	Impact: 5	Total Score: 10 – Amber
Controls in Place <ul style="list-style-type: none"> • Health & Safety Policies and Practices both existing and revised • Health & Safety controls (including risk assessment) in place in line with Government Guidance and best practice • Health & Safety Advice provided • Provision of Occupational Health advice as required • Promotion of wellbeing, signposting to information, mental health champions 			

Actions Planned	Timescale / Person Responsible	Progress / Comments
Organisational Recovery work stream to oversee the development of a co-ordinated approach to ensuring the safe return on employees to the workplace	Completed Head of Governance & Corporate Services	Process established and guidance issued to managers to support initial return to the workplace. This has been reviewed during the summer and updated as restrictions have been eased. Service, Office and Individual Risk Assessments have been completed for all areas by Managers to allow for an increase in the number of employees in the offices from mid-September.
Role based risk assessments to be completed in line with HSE and Government Guidelines, employee guidance prepared, and employees briefed before returning to work	Completed Service Managers	Guidance has been issued to managers and role-based risk assessments have been completed, as required, and agreed with the Health & Safety Officer and the Trade Unions
Continue to monitor and review guidance issued by Government and communicate to managers as required	Chief Internal Auditor & Risk Manager	Work is ongoing to monitor and update guidance for managers
Review content of Health & Well-being Strategy to take account of impact of COVID-19 on the workforce	HR Manager	This is being considered as part of the Organisational Reshaping work. HR have put in place a range of support for employees and managers to aide mental health and wellbeing.

Overall Progress Summary:

Risk assessments were prepared at the outset of the first lockdown and have continued to be reviewed and updated to reflect the latest Government Guidance. Workplace risk assessments have been completed for all key sites.

A revised risk assessment and reduced restrictions have allowed a larger number of employees to be able to return to the office from mid-September. The majority of office-based employees are continuing to work at home for some or most of the time but with an encouragement for all staff to spend some time in the offices and an encouragement for some face-to-face team meetings making use of larger meetings rooms. Leadership Team continues to monitor the situation.

Report of:	Head of Economic Prosperity
Contact Officer:	Amy Jackson
Telephone No:	01543 464577
Portfolio Leader:	District Development
Key Decision:	No
Report Track:	Cabinet: 11/11/21

Cabinet
11 November 2021
2020/21 Infrastructure Funding Statement

1 Purpose of Report

- 1.1 To consider the adoption of Cannock Chase District Council's second annual infrastructure funding statement relating to the 2020/21 financial year and its approval for publication on the Council's website.

2 Recommendation(s)

- 2.1 That Cabinet recommend to Council that the annual infrastructure funding statement for the financial year 2020/21, attached as Appendix 1, be adopted and approved for publication on the Council's website.

3 Key Issues and Reasons for Recommendations

- 3.1 Government have made amendments to the Community Infrastructure Levy Regulations 2010 (the CIL Regulations) to improve transparency regarding developer contributions paid under Section 106 of the Town and Country Planning Act 1990 (as amended) (Section 106 Agreements). To support this, councils are required to produce and publish an annual infrastructure funding statement. This statement must include details of developer contributions collected and spent both historically and for the reported year and a statement of infrastructure projects which the Council, as charging authority, will be, or may be, wholly or partly funding from CIL.
- 3.2 Since Cannock Chase District Council adopted their CIL Charging Schedule in June 2015, details of receipts and spending of CIL have been published each year. However, the requirement to have Section 106 information publicly available is a fairly new requirement (except when this has been requested via the Freedom of Information Act 2000).

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) **Supporting Economic Recovery** – Developer contributions support investment in infrastructure which in turn encourages investment in housing, town centres and employment opportunities and skills in the District.
 - (ii) **Supporting Health and Wellbeing** – Developer contributions support investment which in turn can help encourage healthier living opportunities and safer, more attractive environments in the District. For example, successfully delivering infrastructure such as parks can encourage healthier living opportunities as well as providing opportunities for social inclusion.
 - (iii) **Financially Resilient Council** – Developer contributions provide funding for infrastructure meaning the Council can divert other resources to support other projects and needs.

5 Report Detail

Infrastructure Funding Statement Requirements

- 5.1 As of 1st September 2019, amendments made to the CIL Regulations require local authorities to produce annual infrastructure funding statements (IFS), these must be published by 31st December following the reported year. The IFS must set out, in respect of both CIL and Section 106 Agreements:
- How much funding has been received;
 - How much of these receipts have been spent and allocated and;
 - What the receipts have been spent on or allocated to.
- 5.2 The IFS must also report on non-monetary contributions received (i.e. affordable housing units) and list the infrastructure projects which the charging authority intends to be wholly or partly funded by CIL
- 5.3 This statement supersedes the requirements for an annual CIL financial report and a CIL infrastructure list (previously Regulation 123 list – please see Cabinet report 17/10/19 that details changes to regulations, which required the Regulation 123 list to be renamed).
- 5.4 Staffordshire County Council will be required to publish their own IFS which will detail educational and highway contributions and projects which have been delivered in the District.

Community Infrastructure Levy Matters Included

- 5.5 The CIL financial year report outlines that CIL Receipts of £460,785 were collected in 2020/21. Of the £460,785 received in the reported year the Council has retained £269,592 for future expenditure on infrastructure (this totals £287,153 when neighbourhood funds applicable to the non-parish areas are included).

- 5.6 CIL expenditure on infrastructure totals £71,823 in 2020/21. £46,963 has been transferred to the Cannock Chase Special Area of Conservation (SAC) Mitigation Measures - a project identified on the CIL Infrastructure list. The Cannock Chase SAC is an internationally protected ecological site and the approach to 'top slicing' of CIL funds to contribute towards projects that ensure no harm arises to this protected site as a result of additional housing development has been previously agreed by Cabinet (see 25/07/13 and 20/11/14). As this project is managed by Stafford Borough Council (SBC) these funds are passed to SBC and will be reflected in their IFS.
- 5.7 £36,410 of CIL funding has been allocated to the SAC during the financial year, however only £12,763 of this has been transferred over to the SAC Partnership (October 2020 payment to SBC). The remainder will be transferred after the end of the financial year and will be reflected in the 2021/22 IFS.
- 5.8 £24,860 has been allocated to CIL administrative expenses in this financial year (representing 5% of the total CIL receipts as permitted in the CIL Regulations) as per Cabinet Report 08/11/2018.
- 5.9 A total of £104,809.16 has been passed to Parish Council's in 2020/21, representing 15% of the CIL receipts received in those Parishes (Rugeley Town Council - £1,340.90; Hednesford Town Council - £12,578.86; Heath Hayes & Wimblebury Parish Council - £7,860.06; Bridgtown Parish Council - £20,333.89; Norton Canes Parish Council - £57,211.40; Cannock Wood Parish - £3,392.89; Brereton & Ravenhill Parish Council - £2,082.16). This is required under Regulation 59A of the CIL Regulations. The transfer of neighbourhood funds to Parishes from the second half of the 2020/21 financial year occurs post 31 March 2021. Therefore, these transfers are not included in the 2020/21 IFS.
- 5.10 A total of £39,750.50 was transferred in April 2021 to Local Councils (Rugeley Town Council - £2,631.04; Hednesford Town Council - £11,289.16; Heath Hayes & Wimblebury Parish Council - £5,496.41; Bridgtown Parish Council - £20,333.89). The total CIL receipts retained will therefore be less following the transfer of these funds. This will be reflected in the infrastructure funding statement for 2021/22.
- 5.11 On 28th November 2018 Hednesford Neighbourhood Plan was adopted by the Council as part of the Cannock Chase District development plan (Council 28/11/18). Therefore, Hednesford Town Council will receive 25% of CIL funds received from CIL liable developments granted planning permission after 28/11/2018 within Hednesford Town Neighbourhood Area.
- 5.12 £17,561.40 has been retained as neighbourhood funds for non-parish areas in 2020/21 pending further consultation with the local community to identify spending priorities (Cannock East Ward- £13,411.78; Cannock West Ward - £4,149.61). This represents 15% of CIL receipts received within those Wards. This is in accordance with Regulation 59F of the CIL Regulations and the Council's approved CIL allocations process (see Cabinet Report 23/07/15).
- 5.13 Due to the COVID-19 pandemic, a CIL allocations process was not carried out during 2020/21. Therefore, no CIL receipts were allocated to new projects during the financial year.

- 5.14 Taking into account receipts retained from previous years, the total CIL receipts held by the Council at the end of 2020/21 for future expenditure on infrastructure is £2,514,498 (note this figure is £2,765,820 if the neighbourhood funds for the non-parish areas retained at present are included).
- 5.15 There was a significant pool of CIL funds held by the Council and the second allocations process was due to take place in June 2020. However, in light of the COVID-19 pandemic, a decision was made not to carry out a further CIL allocation process during the 2020/21 financial year. The CIL allocations process for 2021/22 has commenced, details of which will be reported to Cabinet alongside the Annual Budget Report.

Section 106 Matters Included

- 5.16 At the end of the reported year (2020/21) the Council has retained £4,068,210 of S106 receipts including commuted sums (where retained money has been allocated for the purposes of longer-term maintenance).
- 5.17 The Section 106 report shows that Cannock Chase Council retained a total of £4,565,630 prior to the 2021/20 financial year from Section 106 agreements that have yet to be allocated. An additional £619,999 was received during the 2020/21 financial year. A further £190,592 is secured through Section 106 Agreements however receipt of these funds is dependent on development being implemented.
- 5.18 The Council has allocated £943,315 during the reported year; however this has not been spent. £371,232 of S106 receipts have been spent in the reported year. The IFS lists the projects that funds have been allocated to and where spend has occurred.
- 5.19 In relation to non-monetary contributions, 97 affordable housing units have been secured via S106 agreements during the reported year. Staffordshire County Council's IFS will provide details of educational contributions received.
- 5.20 S106 contributions are required to alleviate the negative impact of development and reduce the impact on the community. Unlike CIL, monetary contributions received from S106 agreements are geographically restricted and confined to a specific project that is identified within the legal agreement. In many cases, S106 contributions would not provide 100% of project funding and would require additional funding in order to deliver the project. For this reason, S106 funds are held until all projects funds have been secured.

CIL Infrastructure List Update

- 5.21 In June 2021, as part of the CIL allocations process, stakeholders delivering projects identified on the CIL infrastructure list were asked for updates on these in order to assist with the production of the Council's first infrastructure funding statement and inform the allocations process. No new project bids were invited at this time and no updates were received.
- 5.22 The following projects have been removed from the CIL infrastructure list as they have been delivered/funded:
- Rugeley Leisure Centre Artificial Turf Pitch Extension – Extend ATP into full size pitch and lighting upgrade

- Land south of A5190, Norton Canes – Develop new Burial Space for south of district
- Rugeley Town Centre (Hagley Park) – Measures related to Rugeley Town Centre Flood Alleviation Scheme

5.23 Following the removal of these projects the total project cost of the CIL infrastructure list is £5,830,281.

6 Implications

6.1 Financial

The CIL and Section 106 receipts referred to in the body of the report are held in Council reserves pending future allocation to infrastructure projects.

6.2 Legal

The Council is required by regulation 121A of the CIL Regulations to publish an annual Infrastructure Funding Statement no later than the 31 December in each calendar year.

6.3 Human Resources

None.

6.4 Risk Management

None.

6.5 Equality & Diversity

None.

6.6 Climate Change

None.

7 Appendices to the Report

Appendix 1: 2020/21 Infrastructure Funding Statement.

Previous Consideration

General Fund Revenue Budget and Capital Programme 2019-20 to 2022-23	Cabinet	31/01/20
Updated Community Infrastructure Levy Infrastructure List (Former Regulation 123 List)	Cabinet	17/10/19
Hednesford Neighbourhood Plan Adoption	Council	28/11/18

Item No. 8.6

Cannock Chase Community Infrastructure Levy (CIL) Financial Year Report & CIL Guidance for Parish and Town Councils	Cabinet	08/11/18
Cannock Chase Community Infrastructure Levy Funding Decisions Protocol	Cabinet	23/07/15
Cannock Chase Special Area of Conservation Partnership Memorandum of Understanding and Permission to Spend on Mitigation Projects	Cabinet	20/11/14

Background Papers

- Planning Act 2018.
- Community Infrastructure Levy Regulations 2010, as amended in 2011, 2012, 2015, 2016 and 2019.
- Conservation of Habitats and Species Regulations 2017.



**Cannock Chase District Council
2020/21 Infrastructure Funding
Statement**

Contents

1. Introduction	3
2. Community Infrastructure Report 2020/21	5
3. Section 106 Agreement Report 2020/21	11
4. CIL Infrastructure List	14

1. Introduction

As of 1st September 2019, amendments to the Community Infrastructure Levy (CIL) Regulations 2010, have come into effect. To increase transparency, the Government has set out new requirements under these Regulations for Councils to publish an annual 'infrastructure funding statement' (IFS). This must set out CIL and Section 106 (S106) contribution receipts and what they have been spent on.

Infrastructure can be funded in the following ways in Cannock Chase District:

- Government Grants – Local Authority grants or Local Enterprise Partnership grants.
- Section 106 agreement – Legal agreements with developers on specific sites.
- Community Infrastructure Levy – a levy on certain types of developments (charged per net m²). At Cannock Chase Council CIL funds are allocated to infrastructure projects after a competitive bidding process.

These can be combined to deliver the same piece of infrastructure.

Table 1 identifies examples of different types of infrastructure.

Table 1

Infrastructure Categories	Project Examples
Green Infrastructure	Landscape; scale mitigation; access land; informal open space; managed space; village greens; allotments; green roofs; parks; micro-generation energy schemes; flood management and climate change mitigation; Habitats Regulation Assessment Compliance; and tree planting.
Social & Leisure	Cultural heritage; enhancement to historic urban fabric; public realm improvements; added value to hard surfacing; sports facilities and pavilion improvements; green gyms; playing fields; playgrounds; recreation grounds.
Services & Facilities	Community buildings; libraries; support services and care; village halls; expanding emergency services capacity; car parking; insulation and other improvements to public buildings.
Transport	Public rights of way improvements; walking and cycling infrastructure; bus and rail network improvements; traffic calming; improved signage; highway works.
Education	State-funded primary and secondary school.
Health & Wellbeing	GP surgeries; Hospitals; Mental health provision; adult social care.
Utility Services	Utilities supply added value flood schemes, waste management and disposal.
Digital	Fixed broadband provision; mobile telecommunications;

1. Introduction

Definitions

Agreed/secured – Contributions that have been agreed within a signed legal document. These contributions have not been collected/delivered and if the planning applications are not implemented, they will never be received.

Received – Contributions received, either non-monetary or monetary have been transferred to Cannock Chase District Council.

Allocated – Contributions that have been assigned to specific projects.

Spent/delivered – Monetary or non-monetary contributions that have been used as intended, either by spending the allocated funding or completing the contribution as agreed.

2. Community Infrastructure Levy Report 2020/21

The Community Infrastructure Levy (CIL) is a tax that local authorities can charge on types of development in their area in order to fund infrastructure required to support the housing and commercial growth proposals identified. Cannock Chase District Council adopted its CIL Charging Schedule in June 2015. The charge only applies to new floorspace and is a set rate per net square metre. If the relevant planning permission is not implemented the CIL charge is not payable.

CIL receipts can be used for the provision, improvement, replacement, operation, or maintenance of infrastructure. Unlike Section 106 agreement contributions, CIL receipts are not site specific and can be spent anywhere within the District regardless of what developments the funds have been a result of.

Table 2 sets out the amount of CIL receipts received; spending of CIL receipts; and the amount of CIL retained by the Council for future spend from 1st April 2020 - 31st March 2021. *Note- amounts are rounded to the nearest £1.*

Table 2

REGULATION		AMOUNT	EXPLANATORY NOTE
RECEIPTS			
121A(1)(a)	The total value of CIL set out in all demand notices issued in the reported year	£246,027	
121A(1)(b)	The total amount of CIL receipts for the reported year	£460,785	CIL receipts for 2020/21 total £460,785. Of this, £3,722 were receipts from surcharges (where CIL procedures have not been followed, the Council can apply surcharges). The Council did not receive any CIL payments in land this year.
ALLOCATIONS & EXPENDITURE			
121A(1)(c)	The total amount of CIL receipts, collected before the reported year but which have not been allocated	£1,772,406	
121A(1)(d)	The total amount of CIL receipts collected by the authority before the reported year but which have been allocated in the reported year	£0.00	

2. Community Infrastructure Levy Report 2020/21

REGULATION		AMOUNT	EXPLANATORY NOTE
121A(1)(e)	The total amount of CIL expenditure for the reported year	£71,823	SAC - £46,963 Admin - £24,860
121A(1)(f)	The total of CIL receipts, whenever collected, which were allocated but not spent during the reported year	£23,647	
121A(1)(g)	In relation to CIL expenditure for the reported year, summary details of:		
i)	<ul style="list-style-type: none"> ○ The items of infrastructure on which CIL has been spent and amount of CIL spent on each item 	Special Area of Conservation (SAC) £46,963	To mitigate the impact development has on Cannock Chase Special Area of Conservation. The SAC is managed by Stafford Borough Council, therefore receipts from CCDC and expenditure will be reflected in their IFS. May 2020 - £34,200 October - £12,763
ii)	<ul style="list-style-type: none"> ○ The amount of CIL spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide 	£0	
iii)	<ul style="list-style-type: none"> ○ The amount of CIL spent on administrative expenses pursuant to regulation 61, and that amount expressed as a percentage of CIL collected in that in accordance with that regulation 	£24,860	5% of CIL receipts
121A(1)(h)	In relation to CIL receipts, whenever collected, which were allocated but not spent during the reported year, summary details of the items of infrastructure on which CIL (including land payments) has been allocated and the amount of CIL allocated to each item	£0.00	

2. Community Infrastructure Levy Report 2020/21

REGULATION		AMOUNT	EXPLANATORY NOTE
PARISH & NON-PARISH PAYMENTS			
121A(1)(i)	The amount of CIL passed to-		
i)	o Any parish council under regulations 59A or 59B	£104,809.16	<p>Brereton & Ravenhill - £2,082 May 2020 - £1,349 October 2020 - £667 March 2021 - £66</p> <p>Bridgtown - £20,334 May 2020 - £10,167 October 2020 - £9,496 March 2021 - £671</p> <p>Cannock Wood - £3,393 October 2020 - £3,327 March 2021 - £66</p> <p>Heath Hayes & Wimblebury – £7,860 May 2020 - £7,860</p> <p>Hednesford - £12,587 May 2020 - £6,943 October 2020 - £4,926 March 2021 - £718</p> <p>Norton Canes - £57,212 May 2020 - £54,362 October 2020 - £2,717 March 2021 – £133</p> <p>Rugeley - £1,342 May 2020 - £645 October 2020 - £671 March 2021 - £26</p>
ii)	o Any person under regulation 59(4)	£0	

2. Community Infrastructure Levy Report 2020/21

REGULATION		AMOUNT	EXPLANATORY NOTE
121A(1)(j)	Summary details of the receipt and expenditure of CIL to which regulation 59E or 59F applied during the reported year:		
i)	o The total CIL receipts that regulations 59E and 59F applied to	£17,561	Cannock East Ward - £13,412 Cannock West Ward - £4,149
ii)	o The items of infrastructure to which the CIL receipts to which regulations 59E and 59F applied have been allocated or spent, and the amount of expenditure allocated or spent on each item	£0	
121A(k)	Summary details of any notices served in accordance with regulation 59E including -		
i)	o The total value of CIL receipts requested from each parish council	£0	
ii)	o Any funds not yet recovered from each parish council at the end of the reported year	£0	
121A(1)(l)	The total amount of -		
i)	o CIL receipts for the reported year retained at the end of the reported year other than those of which regulation 59E and 59F applied	£269,592	
ii)	o CIL receipts from previous years retained at the end of the reported year other than those to which regulation 59E or 59F applied	£2,244,906	
iii)	o CIL receipts for the reported year to which regulation 59E or 59F applied retained at the end of the reported year	£17,561	
iv)	o CIL receipts from previous years to which regulations 59E or 59F applied retained at the end of the reported year	£233,761	

2. Community Infrastructure Levy Report 2020/21

CIL Regulations Explained

Regulation 59A

This regulation applies to that part of a chargeable development within the area of a local council. If a chargeable development falls within a local council area, the district council must pass on 15% of this receipt to the relevant local council (this is 25% if a neighbourhood plan has been adopted for that area). These receipts are transferred to local councils twice a year, in April and October. The following local councils fall within Cannock Chase District:

- Rugeley Town Parish
- Hednesford Town Parish
- Bridgtown Parish
- Norton Canes Parish
- Cannock Wood Parish
- Brindley Heath Parish
- Brereton & Ravenhill Parish

Regulation 59B

This regulation applies when a charging authority has accepted a payment in kind. Any payments to a local council relating to a land or infrastructure payment must be paid to the local council as a monetary payment.

Regulation 59(4)

For the purposes of this regulation, any reference to applying CIL includes a reference to causing it to be applied, and includes passing CIL to another person to apply to funding the provision, improvement, replacement, operation, or maintenance of infrastructure.

Regulation 59E

This regulation applies for when a charging authority has served a notice on a local council to repay some or all CIL receipts for one of the following reasons:

The local council has: -

- a) Not applied CIL funds to support the development of its area within 5 years of receipt (this is down to the collecting authorities discretion, local councils can bank receipts towards bigger projects)

2. Community Infrastructure Levy Report 2020/21

- b) Has used CIL receipts for purposes that do not fit in with the following definition *‘the provision, improvement, replacement, operation or maintenance of infrastructure or anything else that is concerned with addressing the demands that development places on an area.’*

Regulation 59F

This regulation applies where a chargeable development does not fall in a parished area. The charging authority may use 15% of this CIL to support the relevant area by funding –

- a) The provision, improvement, replacement, operation, or maintenance of infrastructure or;
- b) Anything else that is concerned with addressing the demands that development places on an area

The following areas in Cannock Chase District are unparished:

- Cannock East Ward
- Cannock South Ward
- Cannock North Ward
- Cannock West Ward
- Rawnsley Ward

The 15% neighbourhood portion for these areas will be allocated in consultation with the relevant ward members and delivered dependant on the relevant team’s capacity and resources.

Regulation 61

A charging authority may apply CIL to administrative expenses incurred in connection with CIL. This shall not exceed 5% of the CIL receipts received.

Under section 106 (s106) of the Town and Country Planning Act 1990 a Local Planning Authority (LPA) can seek obligations, both physically on-site and contributions for off-site, when it is considered that a development will have negative impacts that cannot be dealt with through conditions in the planning permission. These planning obligations can be monetary or non-monetary. As with CIL, if the relevant planning permission is not implemented the contribution is not required,

The contributions received under these agreements can only be spent for the purpose identified in the legal agreement.

Table 3 sets out how much S106 has been collected, where it has been allocated and how it was spent during the 2020/21 financial year. *Note- amounts are rounded to the nearest £1.*

Table 3

	AMOUNT	EXPLANATORY NOTE
The total amount of money to be provided under any planning obligations which were entered into during the reported year	£190,592	
The total amount of money under any planning obligations which was received during the reported year	£619,999	
The total amount of money under any planning obligations which was received before the reported year which has not been allocated by the authority	£4,565,630	
Summary details of any non-monetary contributions to be provided under planning obligations which were entered into during the reported year, including details of—		
○ In relation to affordable housing, the total number of units which will be provided	97	
○ In relation to educational facilities, the number of school places for pupils which will be provided, and the category of school at which they will be provided		This information will be revealed in Staffordshire County Council's IFS.
The total amount of money (received under any planning obligations) which was allocated but not spent during the reported year for funding infrastructure	£943,315	

	AMOUNT	EXPLANATORY NOTE
The total amount of money (received under any planning obligations) which was spent by the authority (including transferring it to another person to spend)	£371,232	
In relation to money (received under planning obligations) which was allocated by the authority but not spent during the reported year, summary details of the items of infrastructure on which the money has been allocated, and the amount of money allocated to each item	Amount Allocated	Infrastructure Project
	£2,670	Reallocation of Arthur Street Play Area
	£121,290	MUGA Laburnum Avenue
	£114,890	Heath Hayes Park/Pitch Refurbishment
	£18,473	Hednesford Park Improvements
	£43,332	Fortescue Lane Play Area
	£189,144	Penny Cress Green Play Area
	£112,000	Rugeley ATP
	£88,365	Town Centre Enhancements
	£23,246	Nature Park Scheme
	£64,977	Cannock Chase Special Area of Conservation
	£164,927	Project Manager
In relation to money (received under planning obligations) which was spent by the authority during the reported year (including transferring it to another person to spend), summary details of—		
○ The items of infrastructure on which that money (received under planning obligations) was spent, and the amount spent on each item	Expenditure	Infrastructure Project
	£1,200	Rugeley ATP
	£218,960	Rugeley Pedestrian Cycle Linkage
	£28,159	Town Centre Enhancements
	£91,472	Cannock Chase Special Area of Conservation
	£31,441	Maintenance

	AMOUNT	EXPLANATORY NOTE
○ The amount of money (received under planning obligations) spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part)	£0.00	
○ The amount of money (received under planning obligations) spent in respect of monitoring (including reporting under regulation 121A) in relation to the delivery of planning obligations	£5,309	
The total amount of money (received under any planning obligations) during any year which was retained at the end of the reported year, and where any of the retained money has been allocated for the purposes of longer term maintenance (“commuted sums”), also identify separately the total amount of commuted sums held	£4,068,210	S106 Allocated to Maintenance - £543,198 Committed Sums retained end of - £543,198

4. CIL Infrastructure List

Table 4 identifies the list of projects intended to be funded by CIL receipts. When CCDC's CIL Charging Schedule was adopted the regulations prohibited CIL and S106 contributions being used for the same piece of infrastructure, however as of 1st September 2019 this is no longer the case. The amended regulations now allow Councils to use CIL and S106 receipts for the same piece of infrastructure, as well as removing the limit on how many S106 contributions are used for a single infrastructure project (previously five S106 agreements per project).

In June 2021, stakeholders with projects identified on the CIL infrastructure list were asked to provide an update on their projects, in preparation for the production of the IFS in order to ensure we had up to date information.

Table 4

Site	Ward/Parish	Description of works	Evidence base -reference numbers from Local Plan (Part 1) list of evidence documents (full document titles at the end of this table).	Costs
Conduit Road to Albutts Road mineral line	Norton Canes	Upgrade stoned path to cycleway to connect existing cycleway routes	Cannock Chase Integrated Transport Strategy - 99a	£48,000
Norton Canes Community Centre	Norton Canes	Pitch Improvements	PPG17 Open Space Sport & Recreation Facilities Studies-129, 129a, 129b	£98,000
Heath Hayes Park	Heath Hayes East & Wimblebury	Pitch Improvements	129, 129a 129b	£300,000
		Ancillary Facilities -Changing Rooms	129, 129a, 129b	£700,000
		Car Parking	129, 129a 129b	£200,000
		Refurbish Tennis Courts/Fencing	129, 129a, 129b	£90,000
Hednesford Park	Hednesford	Pitch Improvements	129,129a, 129b	£200,000
Hednesford-Rawnsley mineral line	Hednesford/Rawnsley	Create cycleway on former mineral line to provide off road safe route from Rawnsley to Hednesford and linking into the Chase.	99a	£100,000

4. CIL Infrastructure List

Site	Ward/Parish	Description of works	Evidence base -reference numbers from Local Plan (Part 1) list of evidence documents (full document titles at the end of this table).	Costs
Cannock Park	Cannock West/South	Replace 2 space nets, 2 multi units and resurface wet pour.	129, 129a, 129b	£120,000
		Refurbish heating system for showers, re-tile showers and refit changing rooms	129,129a, 129b	£40,000
Avon Road (former MEB substation)	Cannock South	Install new Local Equipped Area for Play (LEAP) area	129, 129a, 129b	£100,000
Laburnum Avenue Recreation Ground	Cannock South	Pitch Improvements	129, 129a , 129b	£98,000
Green Lane	Western Springs	Pitch Improvements	129, 129a, 129b	£150,000
Former Cannock Stadium	Cannock North	Elements of Phase 2 of Site Redevelopment -Pitch and Drainage improvements, Fencing, Artificial Grass Pitch (AGP), Access, Social Picnic Areas	129, 129a 129b	£750,000
Old Fallow Road	Cannock North	Pitch Improvements	129, 129a, 129b	£98,000
Elmore Park	Western Springs	Dredge lake and stabilise banks	Rugeley Town Centre Strategic Flood Risk Assessment-117	£500,000
Brereton mineral line	Brereton and Ravenhill/ Rugeley Town	Create cycleway on the Brereton and Ravenhill Way from Rugeley Town station car park to the Cannock Chase Area of Outstanding Natural Beauty	99a	£50,000

4. CIL Infrastructure List

Site	Ward/Parish	Description of works	Evidence base -reference numbers from Local Plan (Part 1) list of evidence documents (full document titles at the end of this table).	Costs
Cannock Chase Special Area of Conservation (SAC) Mitigation Measures excluding review of access network, signage and path repairs	Whole District	Measures to mitigate impacts of increased recreational pressure upon the Cannock Chase SAC arising from new housing developments within the District. Costs for CCDC currently approx. 1/5 of £2m for entire SAC partnership area.	145-149 (inclusive)	£400,000
Heath Hayes and Wimblebury Parish	Heath Hayes and Wimblebury	Expansion of existing primary school provision by up to 210 additional places in the Heath Hayes and Wimblebury Parish.	Planning of School Places and Education Planning Obligations Policy-88, 89	
Rugeley and Brereton	Rugeley/Brereton	Land acquisition and associated costs to provide additional primary school places in Rugeley (in addition to the proposed primary education infrastructure to be located within the Rugeley Power Station site)	88,89	
•Hednesford (Town) •Rugeley (Town)	•Hednesford •Rugeley	Replacement of temporary accommodation with permanent accommodation	88, 89	
TOTAL COST OF EDUCATION ITEMS				£1,367,281

4. CIL Infrastructure List

Site	Ward/Parish	Description of works	Evidence base -reference numbers from Local Plan (Part 1) list of evidence documents (full document titles at the end of this table).	Costs
Cannock Train Station	Cannock South	The station is in need of a transformational upgrade and associated investment to provide a modern and inviting facility for rail passengers and visitors to the area, and to complement the new and exciting near by McArthurGlen Designer Outlet Village (MGDOV).	99a	TBC
Rugeley and Hednesford town train stations	Rugeley and Hednesford	Upgrades to Cannock, Rugeley and Hednesford train stations to support Chase Line improvements.	99a	TBC
Five Ways Island	Heath Hayes East and Wimblebury	Delivery of Five Ways Junction Improvement (part of Local Pinch Point Package Programme)	99a	£300,000
Hednesford, Rugeley, Brereton and Norton Canes	Hednesford, Rugeley, Brereton and Norton Canes	Initial programme to replace bus shelters (15), bins (15) , benches (15) and provide cycle racks (3)	Internally generated evidence of need for upgrades.	£121,000
TOTAL PROJECT COST				£5,830,281

Details of evidence referenced

Reference 88: Planning of School Places (SCC annual)

Reference 89: Education Planning Obligations Policy (SCC 2008/9)

Reference 99: A Staffordshire Local Transport Plan 3 (SCC 2011)

Reference 117: Rugeley Town Centre Flood Risk Assessment (Halcrow 2009)

Reference 129: PPG17 Open Space Sport and Recreation Facilities Audit Incorporating 129a and b as below

4. CIL Infrastructure List

Reference 129a: Indoor and Outdoor Sport facilities study (CCC 2010)

Reference 129b: Open Spaces Assessment (CCC 2009)

Reference 145: Evidence base relating to the Cannock Chase SAC and the Appropriate Assessment of Local Authority Core Strategies (November 2010)

Reference 146: Cannock Chase SAC Visitors Survey (2012)

Report of:	Head of Housing & Partnerships
Contact Officer:	Nirmal Samrai
Telephone No:	01543 464 210
Portfolio Leader:	Community Engagement, Health & Wellbeing
Key Decision:	No
Report Track:	Cabinet: 11/11/21

Cabinet
11 November 2021
Voluntary Sector Community Support

1 Purpose of Report

- 1.1 To inform Members about the work undertaken to support the recovery of the voluntary sector from the effects of the Covid-19 pandemic with funding allocated to Support Staffordshire by Cabinet in November 2020.
- 1.2 To obtain Cabinet approval for a further grant allocation to Support Staffordshire to continue their work with voluntary organisations recovering from the impact of the pandemic and explore and recommend options for establishing “anchor” organisation arrangements in the District.

2 Recommendation(s)

- 2.1 To note the work of Support Staffordshire with the local voluntary sector over the last 12 months as set out in section 3, using their core funding from Staffordshire County Council and the additional funding provided by the District Council agreed by Cabinet in November 2020.
- 2.2 To recommend that Cabinet approve a grant allocation of £11,150 to Support Staffordshire for a period of 16 months from December 2021 to March 2023 – this to deliver an additional 5 hours per week to undertake local work, over and above that undertaken through the contact Support Staffordshire have in place with Staffordshire County Council:
- (i) to continue to support to the recovery of local voluntary sector organisations from the impact of their operations of the pandemic;
 - (ii) to identify and advise on options for anchor organisation arrangements in the District to signpost people to organisations that can support them.

More details of the proposed activity are set out in section 5.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 While there was a significant increase in volunteering during the pandemic, much of this was focussed on emergency support to vulnerable and isolating people – typically ensuring access to food and medication and befriending phone calls. Some of the capacity came from people who were furloughed from their jobs and so had time to volunteer. An emergency food response has been maintained for people without access to support and who have to self-isolate due to contracting coronavirus. This has been made possible by Rugeley Community Church and the Hednesford and Cannock Salvation Army churches all working with local foodbanks and local networks.
- 3.2 The voluntary sector faces a number of challenges recovering from the impact of the pandemic and responding to needs such as loneliness and social isolation:
- (i) Some volunteers who ran long standing voluntary activities were themselves isolating due to their age and health conditions and, while some of these organisations continued to function “virtually”, restarting their traditional face to face activities has been challenging.
 - (ii) Some people who had previously attended events and regular activities organised by volunteers had also been isolating due to their age and health conditions and need to be supported to give them confidence to return to face to face participation.
 - (iii) Some of the venues used by volunteers to hold their events and activities are not available due to on-going restrictions on gatherings – indeed some venues (for example community libraries) remain closed to such activities.
- 3.3 Support Staffordshire is funded by Staffordshire County Council to support the voluntary sector across the County and provides services in Cannock through this core funding. Support Staffordshire employ a Senior Locality Officer, with dedicated hours equivalent to two days a week in Cannock, supporting a District wide locality forum of voluntary organisations, advice and development work for the sector and partnership meetings with local public sector organisations. Support Staffordshire also employ a Community Officer, with dedicated hours equivalent to two days a week in Cannock, to deliver neighbourhood level support in areas of need, working with small informal groups and supporting local actions.
- 3.4 At its meeting in November 2020 Cabinet agreed funding for Support Staffordshire for additional hours to work with volunteers and voluntary groups within the District to address these challenges and to encourage and facilitate the formation of new groups to meet local needs. The additional funding agreed in November 2020 allowed these officers to provide an enhanced service locally focussed on helping organisations to re-start their face-to-face activities – supporting volunteers, identifying venues and reaching out to people who would benefit from services provided.

Reasons for Recommendations

- 3.5 Some other Districts and Boroughs in the County have established “anchor organisation” arrangements which help to co-ordinate voluntary sector activity. This proved especially valuable during period of lockdown and shielding. Other Districts and Boroughs, including Cannock Chase, do not have such anchor organisations. This resulted in signposting having to be undertaken by officers of the District Council based on local knowledge. While this was done during to meet demands of the pandemic, by re-allocating officers to this activity, it is not a sustainable model as, under normal circumstances, there is very limited capacity for this work.
- 3.6 The strength of existing networks is variable across the District. There is a good infrastructure operating across Rugeley and Brereton, including Good Neighbour schemes. There are also close working relationships in Chads Moor, Heath Hayes and Wimblebury and other local communities. The south of the District, around Cannock Town centre and the east, and around Hednesford, have a much more limited infrastructure. If anchor arrangements could be established to cover the District, this would help to signpost people to the support available and give, particularly smaller voluntary sector organisations, an infrastructure to work within.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate priority Supporting Health and Wellbeing – specifically the objective Supporting Vulnerable People. The delivery plan for this objective includes working with the voluntary sector and working with Support Staffordshire to build on community spirit, volunteering, befriending and advocacy.

5 Report Detail

- 5.1 The District Council does not currently have the capacity to support the development of groups, nor does the Council have staff in roles to signpost people to support from the voluntary sector. Support Staffordshire can provide on-going support to the recovery of the sector and explore options for the establishment of “Anchor” arrangements across Cannock Chase District. Experience during the pandemic showed that there is not currently a single organisation covering the whole District willing and able to take on this role.
- 5.2 Ideally a single “Anchor” organisation might be formed to co-ordinate volunteer and voluntary organisation activities. This was a strength during periods of lockdown and shielding in those areas of the County that had an arrangement of this type in place, resulting in less pressure being placed on local authorities in those areas. In Cannock Chase, the absence of an Anchor organisation meant redeployment of officers from other duties to perform the signposting function.
- 5.3 Given the variation in voluntary organisation and volunteer capacity across the District, and the different network arrangements that exist, it may be that a model based on more than one anchor organisation might be more suitable. In some localities there may be an option to involve town and parish councils.

- 5.4 Another option would be to commission targeted support from a single specialist organisation, although such an arrangement might be costly and have an impact on established voluntary organisations by “crowding out” volunteer activity.
- 5.5 This report proposes funding for Support Staffordshire to continue with and build on their work on the recovery of the voluntary sector, but focus in particular on options for anchor arrangements. This should result in proposals being brought back to Cabinet during 2022-23.
- 5.6 The additional funding recommended in this report will allow Support Staffordshire to continue to provide an enhanced support service, but with greater emphasis placed on advising on whether the District might benefit from the establishment of “anchor” arrangements. Support Staffordshire will:
- (i) Identify and assess existing “anchor” arrangements that exist across the District and understand how they operate - their strengths and challenges they face.
 - (ii) In areas without established anchor organisations, identify the potential for existing organisations or partnerships to grow and step up into the role of an anchor organisation for their locality, or the need and potential for an anchor organisation to be established.
 - (iii) Support groups to identify and respond to local issues, in particular to be able to prepare for situations which might require a rapid response.
- 5.7 Support Staffordshire will liaise with key officers of the District Council as this work progresses and complete a report of recommendations and options for the District Council to address the need for the development of anchor arrangements across the District. This report should be completed by the end of May 2022, six months after the start of the funding.

6 Implications

6.1 Financial

Grant allocation of £11,150 to Support Staffordshire for the period December 2021-March 2023 to fund 5 additional hours per week.

This will draw on government funding received through County to respond to the needs of local people during the pandemic.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

Staffordshire County Council contract with Support Staffordshire ends in July 2022. The County's tendering process for the new contract begins in early 2022. Should Support Staffordshire not secure the contract beyond July 2022 this may impact on their ability to undertake this work. It would be appropriate in the circumstances to make quarterly payments for the work so that this risk can be managed.

6.5 Equality & Diversity

An equality impact assessment has not been undertaken on this proposal. If and when options for anchor arrangements are progressed this will need to be assessed. Given the nature of the support we are aiming to facilitate, any improvements to the system for vulnerable people are likely to have a particularly positive effect on older people and people with disabilities, but this will need to be properly assessed in due course.

6.6 Climate Change

None.

7 Appendices to the Report

None.

Previous Consideration

None.

Background Papers

Covid-19: Task Force and Community Hub Response, March to July 2020 – Cabinet – 12 November 2020.

Page intentionally blank

Report of:	Interim Head of Environment & Healthy Lifestyles
Contact Officer:	David Prosser-Davies
Contact Number:	01543 464202
Portfolio Leader:	Housing, Heritage & Leisure
Key Decision:	Yes
Report Track:	Cabinet: 11/11/21

Cabinet
11 November 2021
Energy Company Obligation: Flexible Eligibility

1 Purpose of Report

- 1.1 To update Cabinet on the Energy Company Obligation to reduce fuel poverty and carbon emissions by improving the energy efficiency of eligible households in the District.
- 1.2 To adopt the revised Energy Company Obligation Statement of Intent at Appendix 1.

2 Recommendation(s)

- 2.1 That Cabinet adopt the revised Statement of Intent (attached as Appendix 1).
- 2.2 That the Interim Head of Environment & Healthy Lifestyles be given delegated authority, in consultation with the Cabinet Member for Housing Heritage and Leisure, to approve subsequent Statements of Intent.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Energy Company Obligation (ECO) is a government energy efficiency scheme to help reduce carbon emissions and tackle fuel poverty. ECO creates a legal obligation on energy suppliers with over 250,000 customers to improve the energy efficiency of eligible private sector households. The current Government scheme (ECO3) covers the period 2018 – 2022 and Government has recently [consulted](#) on a revised ECO (ECO 4) to cover the period 1 April 2022 to 31 March 2026.

- 3.2 Energy suppliers can achieve up to 25% of their energy efficiency target in households falling outside of the nationally set eligibility criteria. The eligibility criteria to be met by households for this 25% of ECO funds are set by local authorities through a 'Statement of Intent'. Known as 'ECO flex' the idea is that local authorities are able to direct funding based on specific local needs.
- 3.3 The updated Statement of Intent at Appendix 1 sets out how Cannock Chase Council proposes to use the Flexible Eligibility element of ECO to support and assist fuel poor households and those at risk from cold homes.

Reasons for Recommendations

- 3.4 Cabinet are requested to approve the Energy Company Obligation Statement of Intent so that eligible households in the District can continue to benefit from additional funding to improve energy efficiency and mitigate fuel poverty and carbon emissions.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) **Supporting Health & Wellbeing** – Addressing the negative effects of fuel poverty and cold homes in order to support vulnerable households and reduce carbon emissions

5 Report Detail

- 5.1 Legislation requires relevant energy companies to deliver heating and insulation measures to low income and vulnerable households. It mandates the eligibility criteria for individuals, and the eligible measures. The criteria was last updated in 2018, and now includes all means tested, and disability benefits, and householders in receipt of child benefit, with limited means.
- 5.2 Local authorities have an opportunity via the adoption of a 'statement of intent' to direct a significant proportion of the funds available to private sector households through the Energy Company Obligation scheme to address affordable warmth. To ensure access to these schemes by households in Cannock Chase, there is a requirement to have an approved Statement of Intent signed and published on the Council's website.
- 5.3 Cannock Chase Council's current Statement of Intent (SOI) was last updated in February 2020 (version 2). Since then, there have been ongoing opportunities for residents to access funding, subsidies and support to improve the energy efficiency of their homes. In the 19 months March 2020 - September 2021 inclusive there have been 39 declarations issued to households who have been deemed eligible for ECO funding in line with our SOI. 7 have been issued for low-income vulnerable households. 32 were issued for fuel poor households.
- 5.4 The former "Low Income, High Cost" metric used as an indicator of fuel poverty has now been replaced with a new indicator, "Low Income, Low Energy Efficiency" (LILEE). This is an important change; previously those in poverty may have limited fuel use or self-disconnected in order to keep fuel bills low and therefore

been unable to demonstrate high costs to be eligible for help. The new indicator takes into account three important elements in determining whether a household is fuel poor: household income; household energy requirements (using energy efficiency ratings) and fuel prices. The new SOI is updated to use the LILEE indicator.

- 5.5 The proposed SOI at Appendix 1, drawn up by our partners Beat The Cold, and approved by the Department for BEIS, has been shared with all eight districts in Staffordshire and six Districts have already adopted it. This SOI complements the Staffordshire Warmer Homes consortium of funding and energy efficiency measures currently available to residents across Staffordshire. The statement of intent is also to be used for local authority delivered green homes grants, warm homes fund, and home upgrade grants, ensuring access to these schemes by households in Cannock Chase District.

6 Implications

6.1 Financial

None.

6.2 Legal

Covered in the main body of the report.

6.3 Human Resources

None

6.4 Risk Management

None.

6.5 Equality & Diversity

The criteria established through the statement of intent will assist households not currently eligible for the main ECO3 scheme. Beat the Cold will collect information on those taking up the scheme and this data will be used to assess its uptake and impact on groups with protected characteristics.

6.6 Climate Change

Improving energy efficiency in eligible households will assist in reducing the carbon emissions from these households.

7 Appendices to the Report

Appendix 1: Updated Energy Company Obligation Statement of Intent for Cannock Chase Council

Previous Consideration

None.

Background Papers

None.

STATEMENT OF INTENT

CANNOCK CHASE COUNCIL, CRITERIA FOR ENERGY EFFICIENCY SCHEMES WHERE LOCAL AUTHORITY DISCRETION IS PERMITTED:

VERSION 3: 19/10/2021:

PUBLICATION OF THIS STATEMENT CAN BE FOUND AT: [INSERT URL TO THE WEBSITE HERE]

This statement sets out Cannock Chase Council's eligibility thresholds for energy efficiency measures delivered in its geographical area. It is to provide clarity and consistency across all schemes for which local authority discretion is permitted.

1. Introduction

1.1 Fuel Poverty

Fuel poverty in England is now measured using the Low Income Low Energy Efficiency (LILEE) indicator rather than the old Low Income High Costs (LIHC) indicator.

Under the LILEE indicator, a household is considered to be fuel poor if:

they are living in a property with a fuel poverty energy efficiency rating of band D or below.¹

and

when they spend the required amount to heat their home, they are left with a residual income below the official poverty line.

There are three important elements in determining whether a household is fuel poor:

- household income
- household energy requirements
- fuel prices

In publishing discretionary eligibility, this authority is looking to support those that may fall outside general eligibility criteria, but who are still at risk of becoming fuel poor.

This document also acknowledges the part that energy efficiency schemes have in helping to achieve carbon reduction targets.

¹ Energy Performance of Buildings Data England and Wales (opendatacommunities.org)

1.2 Which scheme can discretion be used for?

As of the date of publication, this discretion is intended to be used for:

- Energy Company Obligation
- Warm Homes Fund
- Green Homes Grants

Up until the date of its re-issue, this statement should also be used for all future energy efficiency schemes, unless criteria for such schemes specifically forbids such action.

The final decision on whether a household receives a measure under an energy efficiency scheme is made by the scheme deliverer or their agents/contractors. Eligibility will not guarantee installation of measures, as the final decision will depend on:

- The criteria set out for each individual energy efficiency scheme.

2. Eligibility Criteria

2.1 To be eligible for flexible eligibility under The Council's discretion, a household must have:

- A low income as determined by table 1 below, and an EPC, or expected EPC of D, or below

OR

- **(For energy company obligation schemes ONLY)** A low income as determined by table 1 below, and a health condition known to be exacerbated by living in a cold home, as detailed in National Institute for Health and Care Excellence Guideline NG6: Excess winter deaths and illness and the health risks associated with cold homes

OR

- Given the nature of individuals' circumstances, be deemed by the local authority to be eligible, as not to would knowingly cause unnecessary harm to a persons physical or mental wellbeing.

2.2 Criteria for identifying households in Fuel Poverty - Low Income

The question of how much money is the minimum needed to just exist varies considerably as it depends on the size of the household, where someone lives, in what type of accommodation and on the individual's basic needs. Therefore, the only reasonably reliable indicator of poverty that is generally accepted is that of relative poverty.²

Cannock Chase Council has chosen to model the current ECO programme as its baseline and to apply an uplift to the permitted income for those in receipt of child benefit. We have taken account of the £30,000 p.a. permitted income level for individual homeowners in the current Green Homes Grant programme, as determined by BEIS.³

Table 1: “Income” means annual gross income from all sources, including housing-related benefits, before tax. This should be determined based on the preceding annual tax year which runs from 6th April to 5th April of the following year.

Household Composition	Permitted Gross Household Income.
1 Adult	£30,000
And 1 Child	£34,838
And 2 Child	£39,788
And 3 Child	£44,738
And 4+ Child	£49,668
2 Adults	£37,914
And 1 Child	£42,538
And 2 Child	£47,488
And 3 Child	£52,438
And 4+Child	£57,388

2.3 Use of discretion:

We believe this Statement of Intent to be inclusive, for those that may need support to install energy efficiency measures in their home. However, the Council is aware that there may be unusual circumstances, that could not reasonably have been foreseen. In these cases, the statement may exclude householders with a vulnerability, as an unintended consequence.

The Council therefore reserves the right to review individual cases, and provide a declaration of meeting the criteria, where to do otherwise would create unnecessary hardship.

² Energy Company Obligation (ECO): Help to Heat scheme - flexible eligibility - GOV.UK (www.gov.uk)

³ Sustainable Warmth Competition: guidance for local authorities (publishing.service.gov.uk)

3. Area Based schemes

3.1 Where permitted to do so, this local authority wishes to set clear guidance as to the definition of an eligible area. The underpinning principle of defining an area as being eligible, is that some energy efficiency measures require an element of scale, and homogenous delivery to make them feasible. By excluding a small number of householders in an area, because they do not meet the discretionary eligibility as noted above, could negatively impact a significantly higher number of fuel poor households within the same area. For an eligible area, the local authority will be looking at postcode level approvals.

3.2 Criteria for an eligible Lower Super Output Area (LSOA) which the postcode falls within

A lower super output area may be classed as eligible where, using the English Indices of Deprivation:

- Income deprivation of the LSOA is in the 40% of most deprived neighbourhoods in the country ⁴

AND

- For the Postcodes of the Area Based Scheme, more than 60% have a published EPC of D, or below.⁵

3.3 Council discretion: The local authority reserves the right to review area-based schemes on a case-by-case basis. Where individual energy efficiency schemes cannot benefit the majority of fuel poor households, due to the circumstances of a minority none fuel poor, the local authority may exercise discretion. In such circumstances it will record the evidence that it has collated to reach this judgement.

4. Referrals

Referrals to schemes will come from a variety of sources including council departments, the health and social care sectors, the voluntary sector and other agencies.

5. Signature

To be inserted following approval

6. Key Contacts

- For comments in relation to this Statement of Intent and its development please contact Cannock Chase Council: • Telephone: 01543 462621 • Email: privatesectorhousing@cannockchasedc.gov.uk • Post: Cannock Chase Council, Civic Centre, Beecroft Road, Cannock WS11 1BG.

⁴ Details to be taken from Indices of Deprivation 2015 and 2019 (communities.gov.uk) mapping tool.

⁵ Details to be taken from Energy Performance of Buildings Data England and Wales (opendatacommunities.org)

Report of:	Head of Environment and Healthy Lifestyles
Contact Officer:	Joss Presland
Contact Number:	01543 4568822
Portfolio Leader:	Housing, Heritage & Leisure
Key Decision:	Yes
Report Track:	Cabinet: 11/11/21

Cabinet
11 November 2021
Supporting the 'Local Cultural Place Makers, Global Change Makers' Programme

1 Purpose of Report

- 1.1 To seek Cabinet's support for the Local Cultural Place Makers, Global Change Makers programme. The programme is designed to create opportunities through arts and cultural provision to contribute positively to mental health outcomes for young people across the district, particularly in areas of high deprivation and low cultural engagement.
- 1.2 To seek a contribution of £15k in match funding to the programme.

2 Recommendation(s)

- 2.1 Cabinet notes the contents of this report and the valuable contribution that Cannock Chase Local Cultural Education Partnership makes, and the 'Local Cultural Place Makers, Global Change Makers' programme can have for young people, in contributing positively to addressing arts and culture education and inequalities within the District.
- 2.2 Cabinet agrees a contribution of £15k funding to the Local Cultural Place Makers, Global Change Makers programme in line with this report, as set out at 6.1, as a matched funding element.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 The Covid pandemic and the associated lockdowns and restrictions have had an impact on the psychological wellbeing of everyone. There is also emerging evidence regarding the significant impact on the mental wellbeing of children and

young people. This can lead to disengagement from the school environment, social networks and increased isolation.

- 3.2 Arts Connect have already agreed to a £25,000 investment into the development of this programme, on the provision that it is match funded, meaning that every pound from investors (including the Council) is matched, like for like.
- 3.3 The £15k contribution made by the Council will be match funded with £15k from Arts Connect, giving a total programme value of £30k.
- 3.4 This programme offers local children and young people the opportunity to be part of shaping Cannock Chase, through arts and culture, for future generations, whilst addressing important global issues such as climate change and the environment and responding to the unique opportunity of hosting part of the Commonwealth Games within their district.

Reasons for Recommendations

- 3.5 To support the creation of opportunities for young people within the district to engage with arts and culture, which in turn can have a positive impact on their mental health and wellbeing.

4 Relationship to Corporate Priorities

- 4.1 This project contributes to the Council's Corporate Priorities of Supporting Health and Wellbeing and in particular the following objectives:
 - (i) Providing Opportunities for Healthy and Active Lifestyles.
 - (ii) Creating a Greener, Sustainable Community and Environment.

5 Report Detail

- 5.1 Cannock Chase Local Cultural Education Partnership was formed in July 2017. The Partnership is a formal network of like-minded people who are committed to creating sustainable opportunities to deliver arts and culture programmes for children and young people from 0-25 years within the area. It brings together different sectors such as, education (from early years to University), Local Authorities and cultural providers. It promotes the value of arts, culture and heritage for children and young people, their families, and other adults that support them.
- 5.2 Since forming, the Partnership has delivered a number of initiatives, including high-profile local festivals such as the EMERGE Youth led Festival and the Arts Award (a national qualification). It has also run events that bring sectors together, as well as providing CPD training for teachers and artists.
- 5.3 Local Cultural Education Partnerships (LCEPs) were formed as a response to the Cultural Education challenge set by Arts Council England in 2015, with over 100 LCEPs in the country, as key priority in responding to the localised challenges posed for young people in accessing a diverse arts and culture offer.

Item No. 11.3

- 5.4 LCEPs are supported by Bridge Organisations, one in each region, who facilitate networks, leverage support, and manage a Partnership Investment Fund to underpin long-term programmes to enable LCEPs to deliver activity for the benefit of their children and young people.
- 5.5 As the Bridge Organisation for the West Midlands, Arts Connect aims to improve the quality of the arts and cultural engagement for children and young people across the region. Its aim is to ensure that every child and young person can access and enjoy the arts and culture that the region has to offer. As part of this work, Arts Connect supports 14 LCEPs in the West Midlands.
- 5.6 Arts Connect works with a range of partners to ensure increased and sustainable investment is brought into the West Midlands for the LCEPs to deliver on each of their aims and objectives. This partnership investment is vital to the work of LCEPs and involves strategic support from organisations such as Local Authorities, NHS, Academy Trusts, Colleges, Local Authorities, Private Donors and Trusts amongst others.
- 5.7 This year and next (2021/22) will be pivotal years for Cannock Chase. There is significant development in the area, and Cannock Chase, as a site for the Commonwealth Games, will be in the national and indeed international spotlight. Cannock Chase is a place of strong local heritage and has vibrant communities, as well as one of England's finest landscapes, with a high proportion of the District designated as Green Belt.
- 5.8 There are challenges though, with a recently declared poverty emergency and Cannock Chase, Staffordshire County and other neighbouring Councils, declaring climate change emergencies. It is considered it is essential that the area is preserved for future generations, and that children and young people grow up recognising the value and heritage of what is on their doorstep and developing the aspirations to match.
- 5.9 Local Cultural Place Makers, Global Change Makers, is Cannock Chase CEP's long-term programme supporting young people to take ownership of their environment and contribute to their sense of place. In light of the Covid-19 pandemic, there has been an increased focus on families. This programme offers local children and young people the opportunity to be part of shaping Cannock Chase, through arts and culture, for future generations, whilst addressing important global issues such as climate change and the environment and responding to the unique opportunity of hosting part of the Commonwealth Games within their district.
- 5.10 The programme will be delivered in the first instance over two years, and is made up of three distinct areas:
 - (i) A group of active young people leading the design and delivery of creative responses to local challenges:

A team of young people will be recruited to support the programme as a steering group of cultural place-makers. The group will meet regularly and respond to real briefs from investment partners and will take part in activity themselves, as well

as commissioning artists and creatives to work with other groups of young people and their families.

The steering group will be supported by Cannock Chase CEP to act as co-producers, co-programmers and facilitators for all activities. This co-agency model will empower the group and grow children and young people's sense of citizenship and aspiration.

(ii) Regular activity animating local areas

Through commissions instigated by the steering group, the programme will develop activity that animates local areas. This may be supported by investment partners, or through showcasing work at other local events, such as Rugeley Charter Fayre and the Brereton Carnival.

Festival and event activity will be shaped around key themes, largely focused on environmental sustainability, using the arts as a medium through which to grow awareness of issues and actions with audiences. Investment partners will be encouraged to support the young people's steering group through inputting into briefs and agendas for these events.

(iii) Skills and qualification building

Young people engaging within either the steering group or more broadly with activity will be able to participate in Arts Awards, a nationally recognised qualification which at its highest level contributes UCAS points.

Arts Connect is the primary Arts Award delivery body in the West Midlands and will support Cannock Chase CEP to deliver this.

Investing in the programme

- 5.11 Arts Connect have already agreed to a £25,000 investment into the development of this programme, on the provision that it is match funded, meaning that every pound from investors (including the Council) is matched, like for like.

Cannock Chase CEP is currently seeking investors to support this programme and activate the £25,000 match funding from Arts Connect/Arts Council England, as well as the opportunity to draw down a further investment of £50,000, that has been ringfenced for the district.

As part of investing, funders will sit on the steering group for the programme and play a role in shaping the activity that the young people's steering group responds to.

The Partnership Investment Steering Group will be made up of partner organisations who have invested funding into the work. They will report into the central Cannock Chase CEP Management Group.

6 Implications

6.1 Financial

Funds to support the £15k investment in the Local Cultural Place Makers, Global Change Makers match funding bid exist in the MG61 Leisure reserve fund.

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

None

6.5 Equality & Diversity

Through engagement with the Local Cultural Place Makers, Global Change Makers programme young people will have the opportunity to engage with purposeful activities designed to provide young people to experience wider cultural perspectives, which in turn will promote equality and diversity.

6.6 Climate Change

Festival and event activity will be shaped around key themes, largely focused on environmental sustainability, using the arts as a medium through which to grow awareness of issues and actions with audiences. This will contribute to raising awareness of climate change in the district. Raising awareness of climate change for young people is instrumental in shaping our response as a society to the challenges ahead.

7 Appendices to the Report

Appendix 1: Cannock Chase Cultural Education Partnership (CCCEP) Cabinet Presentation.

Previous Consideration

Note: the previous administration had given an in-principle endorsement for the recommended investment of £15k to this programme.

Background Papers

None

CCCEP

Cannock Chase
Cultural Education Partnership

Item No. 11.6





What is a Cultural Education Partnership? National Context

- 2015 Arts Council England & DFE – improving cultural education for children and young people (0-25 years old)
- Identify areas of low cultural engagement/ high deprivation
- Place-based model
- Arts Council England Delivery Plan 2021 – 2024:
Support levelling up
Place Partnership Fund - £7 million





What is a Cultural Education Partnership? Local Context

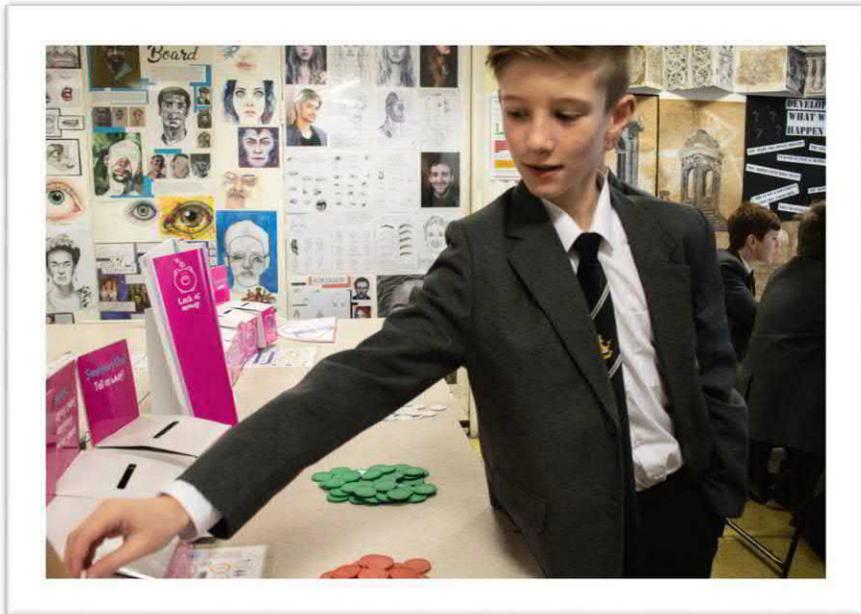
- 2017 Cannock Chase CEP formed.
- Bridge organisation Arts Connect WM
- IHL, Staffordshire Libraries, Children's Centres, Schools, South Staffs College, Princes Trust, Rugeley Den, Looked After Children, PRU, Hednesford Valley
- Funding - Cultural Recovery Fund/ GBSLEP
- Youth Voice – Shout Out Consultation Report





Shout Out! Consultation Report

- Consultation to look at barriers/ need – 503 participants
- 98% would like to participate more in creative opportunities
- Recommendations:
 - Creative pathways – access to local arts groups/ clubs
 - Your arts space – connecting with local arts venues
 - Virtual Creative Clubs
 - Creative champions – in each school/ setting
 - Outdoor creative offers



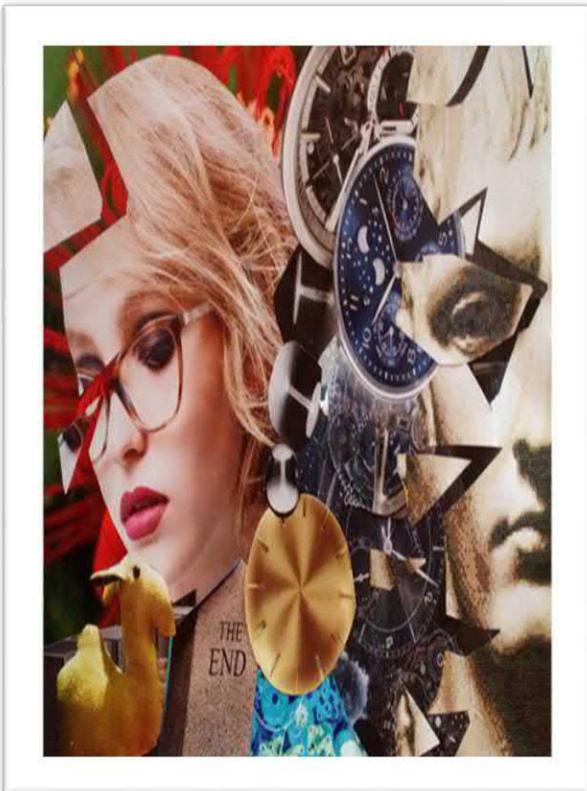


The Need – Impact of Covid

Covid-19 lockdowns long-lasting psychological effects- most at risk inc. young people

Psychological studies show **Creativity** improves wellbeing:

- Resilience
 - Sense of purpose
 - Anxiety/ depression
 - Shared experiences
-
- SCVYS – drop in engagement
 - Local experiences - Layla





Local Place Makers, Global Change Makers

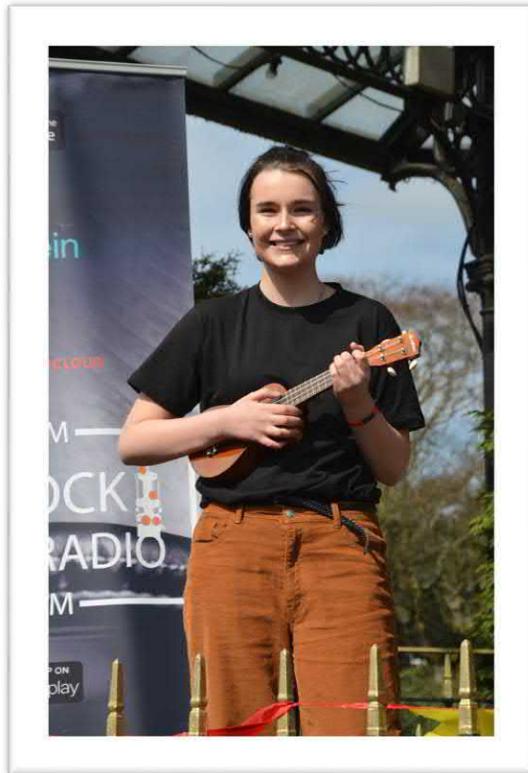
- Funded programme until March 2023
- £100k investment available - £1: £1 match
- Environment/ Sense of Place
- Current Investment Partners: AONB, IHL
- Young people lead
- Artist commissions
- Regular activity animating local areas
- Skills and qualification building
- Birmingham 2022
- Eco Festival





Benefits of the Programme

- Increasing Cannock Chase's sense of place
- Improved relationships with environmental partners
- Better employment prospects for young people
- Raising young people's aspirations
- Improved sense of community /citizenship among young people
- Improved levels of education
- Improved mental health of young people
- Young people less isolated and can use creativity to recover from the isolation and loneliness inflicted by Covid-19 lockdowns and restrictions
- Legacy – Young Peoples CEP





Next Steps:

- Agreement in Principle by former Cabinet - £15k
- Other investment partners to reach £100k?
- Cannock Chase Council Priorities
- Outcomes & Evaluation



Cannock Chase District Council

Expenditure Incurred Under Urgent Decisions Function

Service Area: Environment and Healthy Lifestyles – Pay & Display Car Parking

Brief description of the Decision: To allow the provision of free Saturday parking across the Councils pay and display car parks around the district during December 2021 to encourage shoppers into our town centres to support the local economy (4th / 11th 18th).

Nature of Urgency: Historically, each year the Council has allowed for free parking on the two or three Saturdays before Christmas in December. This provision was in recent years included within the Leaders speech to Council in the previous February. It was not included in the former Leaders speech in February 2021 and therefore authorisation for the provision is required.

Options considered: Consideration was given to not offering free parking for the three Saturdays during December, but it was felt by the Leader that it was an important provision to encourage shoppers into our town centres at this time of year, especially following the difficulties experienced by small retail providers and businesses due to the COVID pandemic.

Consideration was also given to the impact of the Council's car park incentive scheme on shopper numbers during December, however it was believed that this additional provision would further enhance shopper numbers and average shopping visit times compared to that scheme alone.

Rationale of Decision:

See the above.

Decision Making Body in accordance with Constitution Function

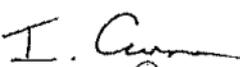
Delegation	Key Decision	General	Confidential
Council			
Cabinet		Yes	

Estimated value of additional costs incurred:

Period of time decisions refers to: December 2021 (Saturday 4th / 11th / 18th)

Funding available

The provision for free Saturday parking during December each year has been an established practice for a number of years now and is taken into account in the annual budget setting process.

Consultees	Signature	Date
Head of Service		28.10.21
Monitoring Officer:		28/10/21
Section 151 Officer:		4-11-2021
Cabinet Member*:		

Proposed date of meeting to which urgent action will be reported:

Body: Cabinet (retrospectively)	Date: 11.11.21
--	-----------------------

Approved by	Signature	Date
Managing Director		
Leader of the Council		
Scrutiny Chair		